# DEMOCRACY AND MERITOCRACY
# DECISION-MAKING USING A KARMA SYSTEM IN ORGANIZATIONS (version 2.0)
# SECTIONS 1 & 2

CC BY SA

by Icavot

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## [1] INTRODUCTION.

*Democracy without meritocracy is useless.*
*Meritocracy without democracy is tyrannical.*

The purpose of this paper is to describe a decision making method for organizations that maximizes the horizontal participation of their members in the process, as far as possible, bypassing traditional hierarchies of power, but at the same time looking to make efficient decisions.

It basically consists of a combination of democracy and meritocracy; democracy in order to maximize the participation of all members; meritocracy in order to give those who do a better job and have a better history of conduct more weight in decisions (aiming at excellence and seeking to avoid destructive behavior). As a result of this combination, each member will have a "karma" or “rating” in each department or team of the organization, which means that members will have more or less vote weight in each team depending on the value of their karmas.

This system could be materialized in a free software utility that could be installed on any server of any organization, making this method easy and intuitive. In section 3 we describe this utility.

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## [2] BASIC PROCESS.

### [2.1.] ACTIVITY IN THE ORGANIZATION.

#### [2.1.1] BASIC STRUCTURE OF TEAMS.

· We distinguish **3 areas** in the model described in this document :

**- Environment.** It is the external sphere where members of the organization interact with external stakeholders.

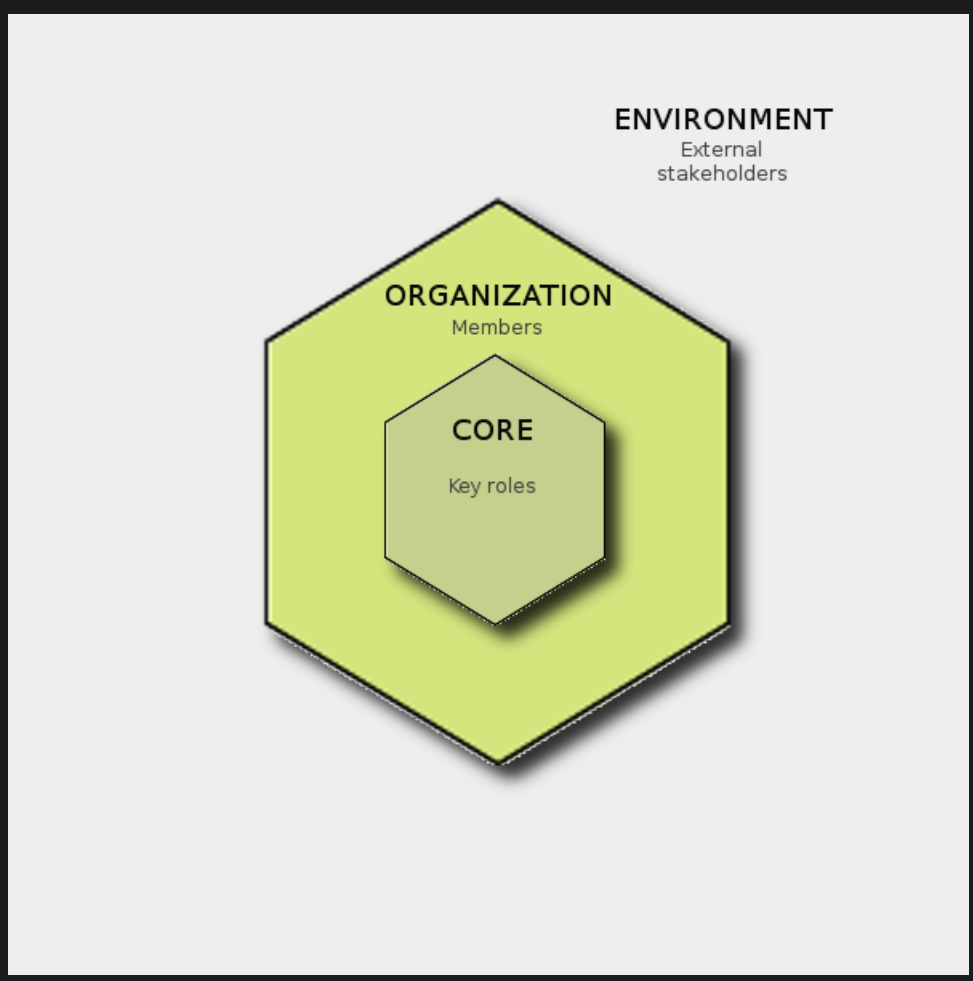
**- Organization.** This is the area of participation of members in the organizational structure. In this sphere we find individuals who are involved with continuity and commitment, and assume relevant tasks. The participation in this area is materialized in structures where tasks are performed and organizational decisions are made. However, the organization is not isolated, there is some transparency and communication with external stakeholders from the environment to a certain extend.

In the model described, when an individual is willing to become a member of the organization, a meeting is held, the applicant is interviewed, and the membership application is approved or rejected. If the application is approved, the terms of membership are decided (initial extent of involvement, teams where the new member will be active, duties and responsibilities, etc.).

A new member has, in principle, a very low karma in each team. The karma thereafter vary depending on the contribution to the work in the teams of the organization and depending on the history of conduct.

Apart from the specific tasks carried out by a member in one or more teams, the member can participate in the deliberations and decision-making in all the teams. This may seem risky, but keep in mind that the weight of a member's vote in a team depends on the member's merits (that is, the member's karma) in that specific team. The member will have a higher karma and therefore more weight in the decision making in teams where the member participates with more intensity and success.

**- Core of the organization.** This is the area where those members of the organization who have been tasked with playing key roles operate to execute the decisions made by the members of the organization. They must be trusted individuals elected by the members of the organization.



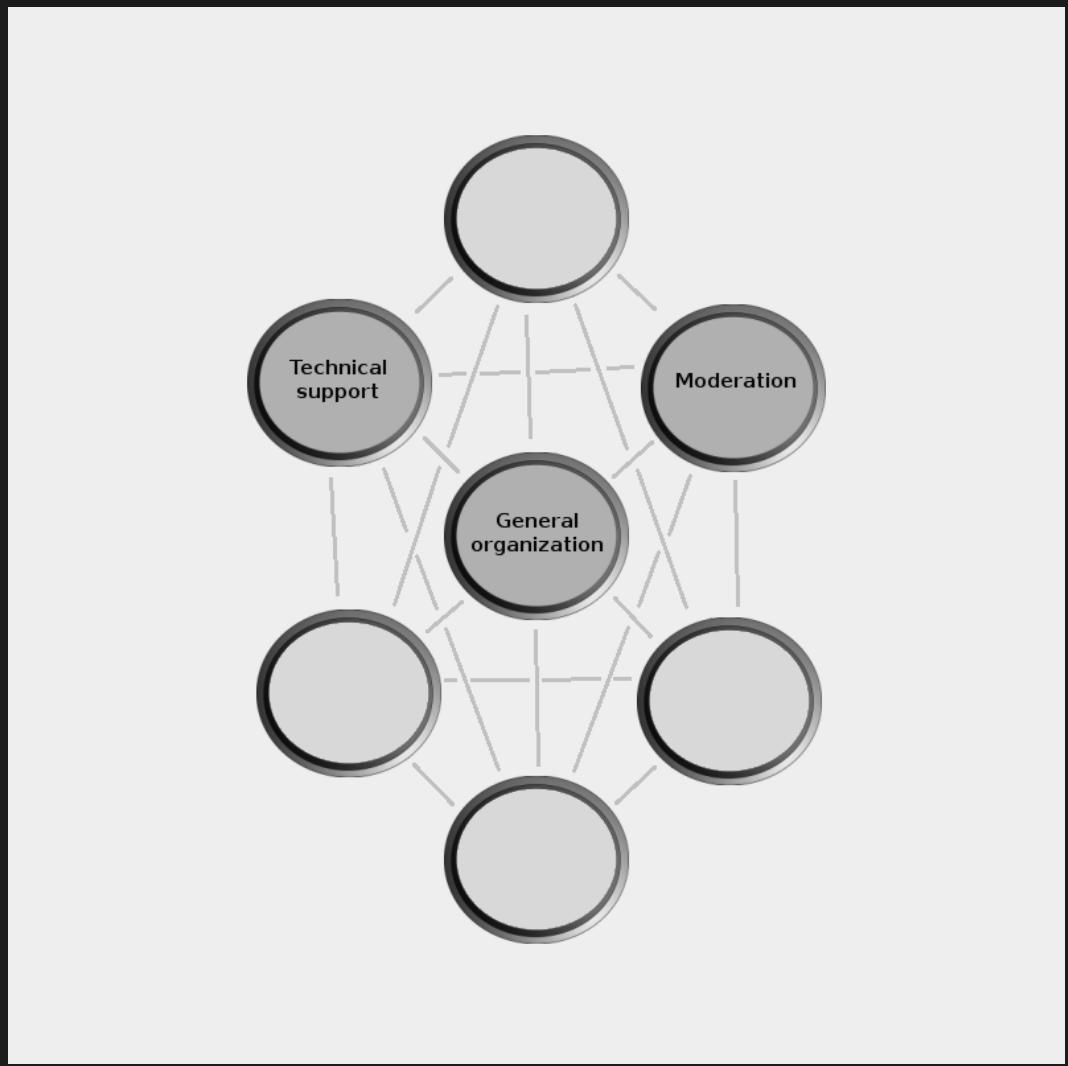

· The following basic **teams' structure** is suggested:

**- General organization team.** It is responsible for making organizational decisions that may affect the whole organization (all members and teams) and ensure a smooth flow of communication in the entire organization. Because of its importance it is recommended that all members of the organization should try to participate. Members will elect one or more general coordinators dedicated to management tasks and information as well as other positions that the members see fit.

**- Moderation team.** It is in charge of enforcing the rules of conduct that ensure a peaceful work environment and a good climate of cooperation. Members will elect one or more coordinators dedicated to management tasks and information, one or more moderators with permission to act as such (that is, with permission to use disciplinary tools), as well as other positions that team members consider necessary.

**- Technical Support Team.** It is responsible for ensuring the smooth operation of computational and other technical infrastructure necessary in order to make possible the organizational and decision-making system. The team members will elect one or more coordinators dedicated to management tasks and information, as well as other positions the team members consider necessary (technical administrators, etc.).

**- Other teams.** The existence of other teams depends on the type of activity that the organization carries out. Thus, depending on the activity, we'll need to add teams such as accounting, production, distribution, etc. Each of these teams will elect one or more coordinators dedicated to management and information tasks, as well as other positions that team members consider necessary, including technical managers, financial managers, etc.



· In relation to the **growth and development** of the organization, it is recommended that the organization formed in the beginning should be efficient, horizontal and seeks excellence. New members could be included gradually, to prevent a possible malfunction caused by poorly trained or malicious new members. The desired end result is a large number of skilled and well-mannered members.

· Regarding the **autonomy and work of teams**, each team has, to some extent, some autonomy to make their organizational decisions. It is recommended a fully coordinated teamwork, although it's not always necessary, and it's not necessarily required that all members work on the same project. It may even be the case that various groups within a team compete fairly with each other. If, for example, a challenge or project is proposed, several groups can work on different proposals for solutions and then present them to vote. When a dispute that has repercussions on multiple teams or the whole organization arises, the dispute is brought to the general organization team for resolution.

But in order to achieve the goals mentioned in the previous paragraph in a proper way and avoid a disaster, some **conditions** must be fulfilled:

- Decisions made by individuals, groups and teams shouldn't contradict the organizational decisions made by the members as a whole in the general organization team primarily, and secondarily, other teams.
- Each individual, group and team should stay well connected to the rest of the organization. Coordinators must ensure that communication.
- The results of the work should be shared with the rest of the organization.
- The available resources of the organization shouldn't be endangered.

· **Dysfunctional teams** must be eliminated or restructured. What if there are indications that a team has been sabotaged or the team is just dysfunctional? Then the general organization team should hold a meeting to evaluate the situation and take the necessary organizational measures to restructure the team that has been affected. In turn, the moderation team should hold a meeting to take the disciplinary measures necessary.

If one or more key teams become so dysfunctional that it is impossible to return to normal and restructure the whole organization, then the most capable and conscious members might consider the option of abandoning the old organization and create a new one.

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## [2.1.2] ROLES.

· In the model proposed herein there are certain positions with access to certain management, coordination and moderation permissions. Its good performance depends on the fulfillment of certain conditions, including:

- The members of the organization should **elect from among themselves those who play these key roles**. Because of their importance, it is recommended that the elected members should be members with a high karma and trust.

- Positions **are not a carte blanche** for an individual to do what he/she pleases. The actions taken by a person playing a key role must be in compliance with what has been decided by the members of the teams and have to keep them informed of the actions taken. If the available tools allow transparency and traceability of information and allow to know what people playing the key roles do, the number of people playing these roles can be larger.

- In any case, it is highly advisable to have **a good reserve of substitutes** who should be taught to use the tools used in the teams. These substitutes should be able to replace members who are in any position that requires certain skills.

- It is recommended to have a **good definition of the functions of each position**, distributing wisely the permissions that the various positions have, respecting a "separation of power" (ie, a correct distribution of permissions granted) within the organization, and not assigning too many permissions to an specific group of members who play a key role. However, in special cases, such as when the organization is too small and there are not enough members to conveniently assign the positions and permissions, then a different distribution of permissions may be agreed.

· We recommend the following **classification of members according to the role they play:**

**- Coordinator.** The duty of a coordinator is to ensure the work-flow of a team, managing questionnaires, making sure that everyone is well informed of what is happening, etc. It is comparable to a secretary and a communicator. Each team will have one or more coordinators, who must be trusted members.

Team coordinators manage "decision questionnaires" and "activity assessment questionnaires" in their respective teams.

The coordinators of the general organization team, in addition to the decision questionnaires and activity assessment questionnaires in that team, have to manage the so called “periodic assessment questionnaires”, through which members of all the teams in the organization are evaluated by their peers periodically (in order to calculate each member's karma). However, periodic assessment questionnaires rarely have to be managed, since, if there is a computer program to use questionnaires, this program will automatically manage the basic operations of periodic assessment questionnaires.

**- Moderator.** The duty of moderators is to ensure compliance with the rules of conduct to enable a peaceful work environment. Moderators are responsible for mediating between conflicting members, deleting messages containing insults or threats, banning bad users from communication platforms, etc. They belong to the moderation team. Any member of the organization can take part in the decisions of the moderation team, but only the most trustworthy members will be recognized as moderators with access to the tools to delete posts, ban ...

**- Administrator.** Technical, legal and economic administrators are responsible for the technical infrastructure, legal support and economic structure that enables the activities of the organization. Any member of the organization can participate in decisions of a team, but only the most trustworthy members will be recognized as technical, legal or economic administrators, and have access to the most important management tools.

The members elected to positions such as coordinators, moderators, technical, legal and economic administrators belong to the **core of the organization.**

**- Other members.** They are those members of the organization participating in the activities of the various teams, although their responsibilities are not framed in the mentioned positions above.

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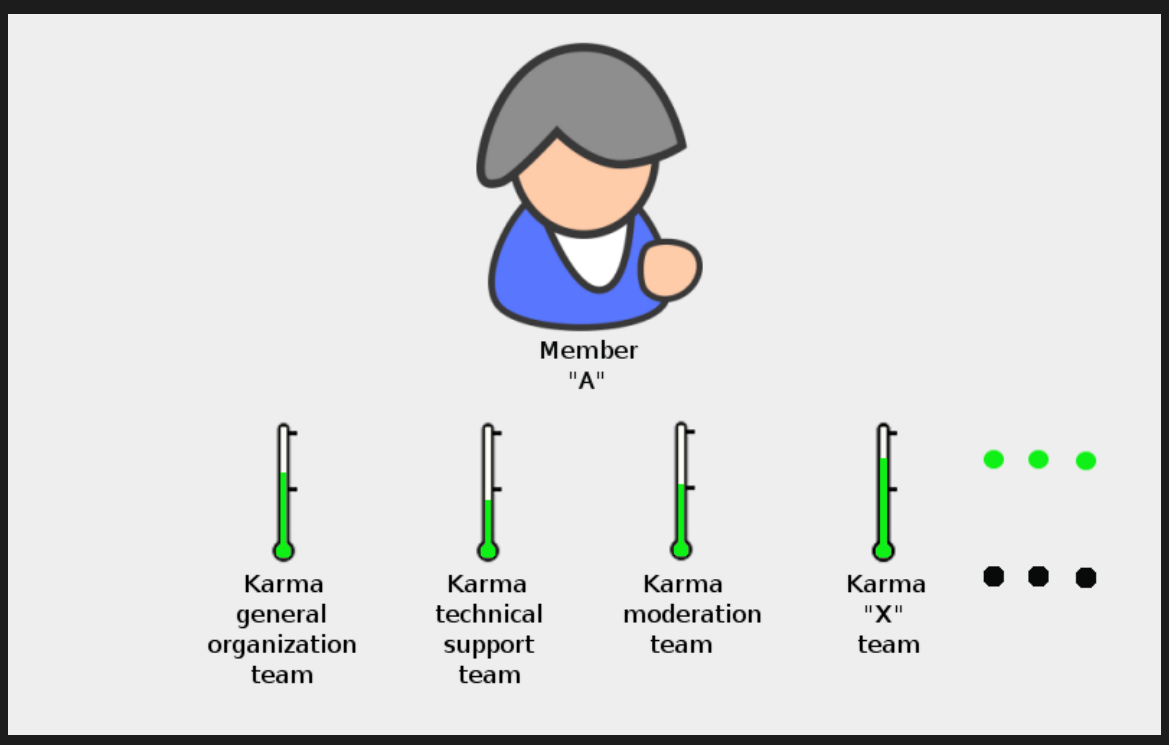
## [2.2.] TEAMS MEMBERS ARE EVALUATED.

### [2.2.0] INTRODUCTION.

As already mentioned, each member of the organization will have a "karma" in each of the teams, which means that a member's vote will have more or less weight in a team depending on the value of the member's karma in the team.




To determine the karma in each team, each member is evaluated by the rest. This is done through so-called **assessment questionnaires.**

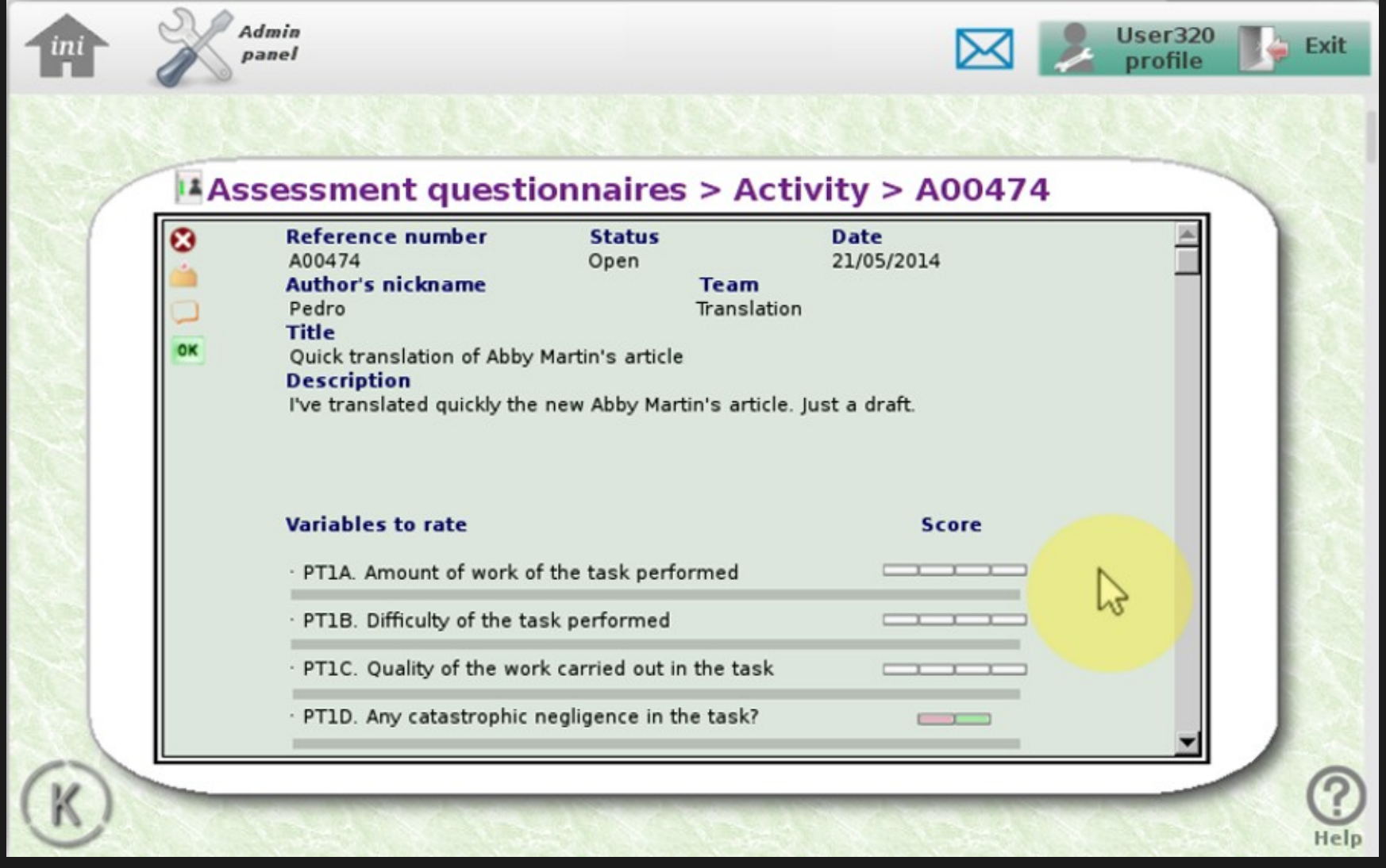
There are basically two types of assessment questionnaires:

**- Activity assessment questionnaires.** When a member carries out an activity in any of the teams, such activity is published to be evaluated by the other members. The following variables will be rated in the questionnaire:

- Amount of work of the task performed (PT1A of the task).
- Difficulty of the task performed (PT1B of the task).
- Quality of the work carried out in the task (PT1C of the task).
- It will be assessed whether the member has committed any catastrophic negligence in the task (PT1D of the task).

The T1A of the task, T1B of the task and T1C of the task will be calculated using the PT1A of the task, PT1B of the task and PT1C of the task respectively. Then the **T1 of the task** will be calculated using the T1A of the task, T1B of the task and T1C of the task.

An example of an activity assessment questionnaire  is shown in the following picture:



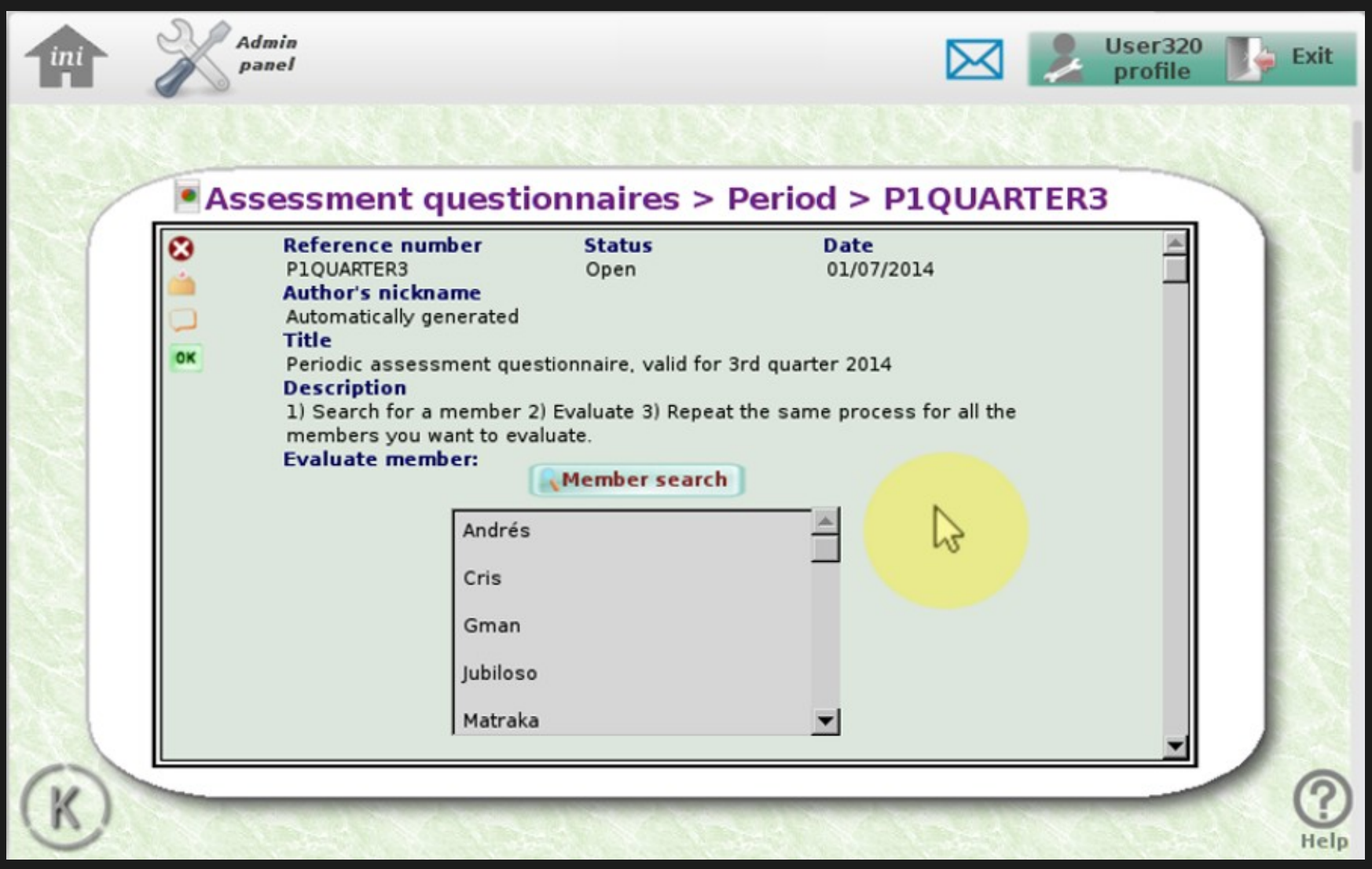

At the end of each period, the T1 variables of all the tasks performed by each member in each team are added up, obtaining as a result a **T1 for the period** for each member in each team. However, if the T1D of the task has been negative in some of the tasks performed (due to negligence), then the T1 for the period in the team where the negligence occurred will be 0. Consequently, a member will obtain a higher T1 in those teams where the member has participated more successfully than in teams where the member has not participated successfully.

The use of measuring devices and supervisors to collect and report the data of the tasks performed (data such as number of working hours, number of units produced, etc.) can be highly useful and efficient, but it should be clear that the function of these devices and supervisors is to provide information, not to evaluate members, since, as already noted, the evaluation of the tasks corresponds to the members of the various teams in the organization, not to a "boss", "supervisor " or something like that.

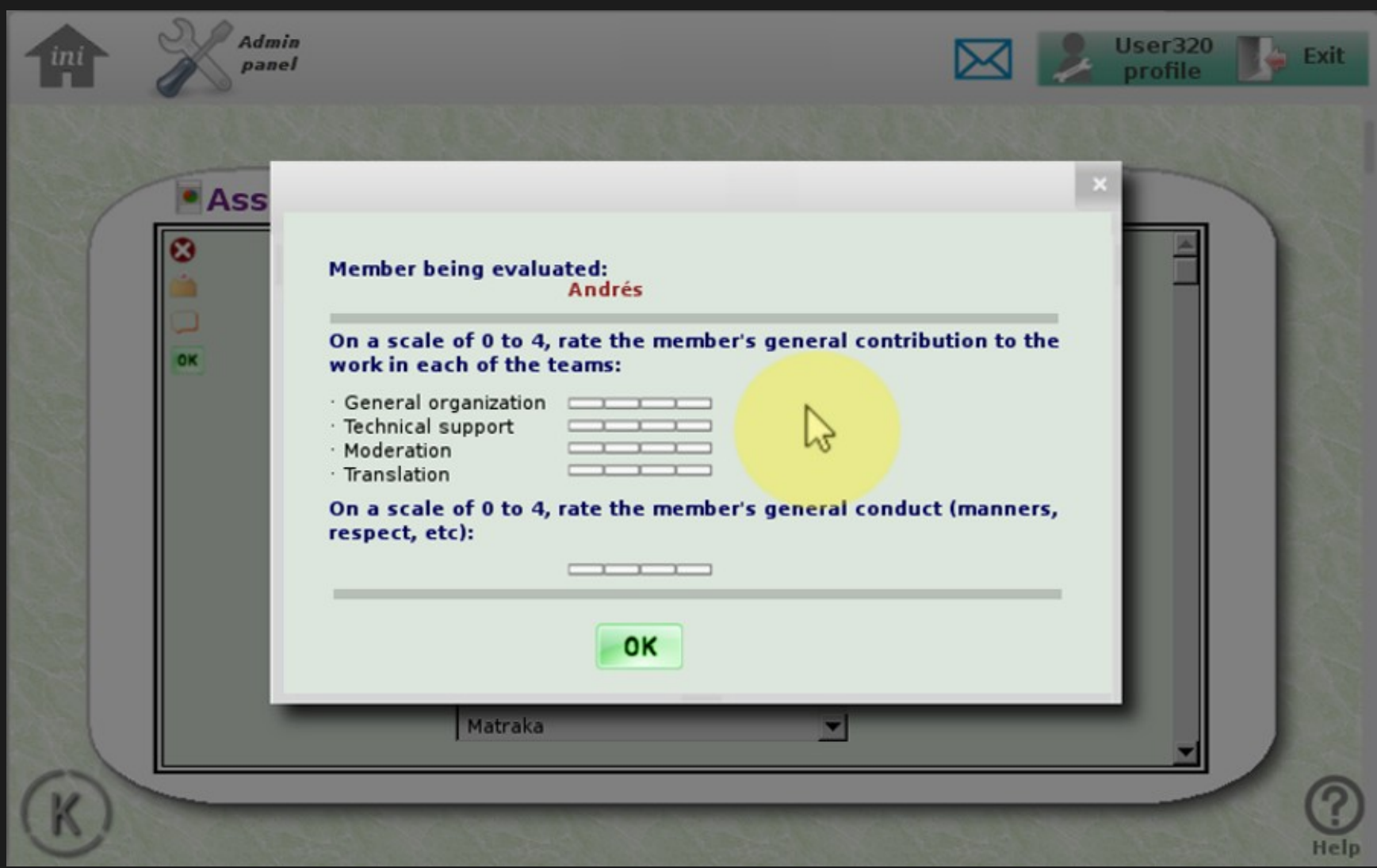
**- Periodic assessment questionnaires.** Periodically (e.g. every quarter) a questionnaire is published so each member can evaluate the other members after making a general analysis of what members have been doing during the time period being evaluated. The following variables are then rated:

- The contribution of each member to the work of each team (PT2), with which the **T2 in each team** will be calculated.
- Overall conduct (respect, manners, ...) of each member in the the whole organization (PC2), whereby the **C2 in the whole organization** will be calculated.

An example of periodic assessment questionnaire is shown in the following picture:



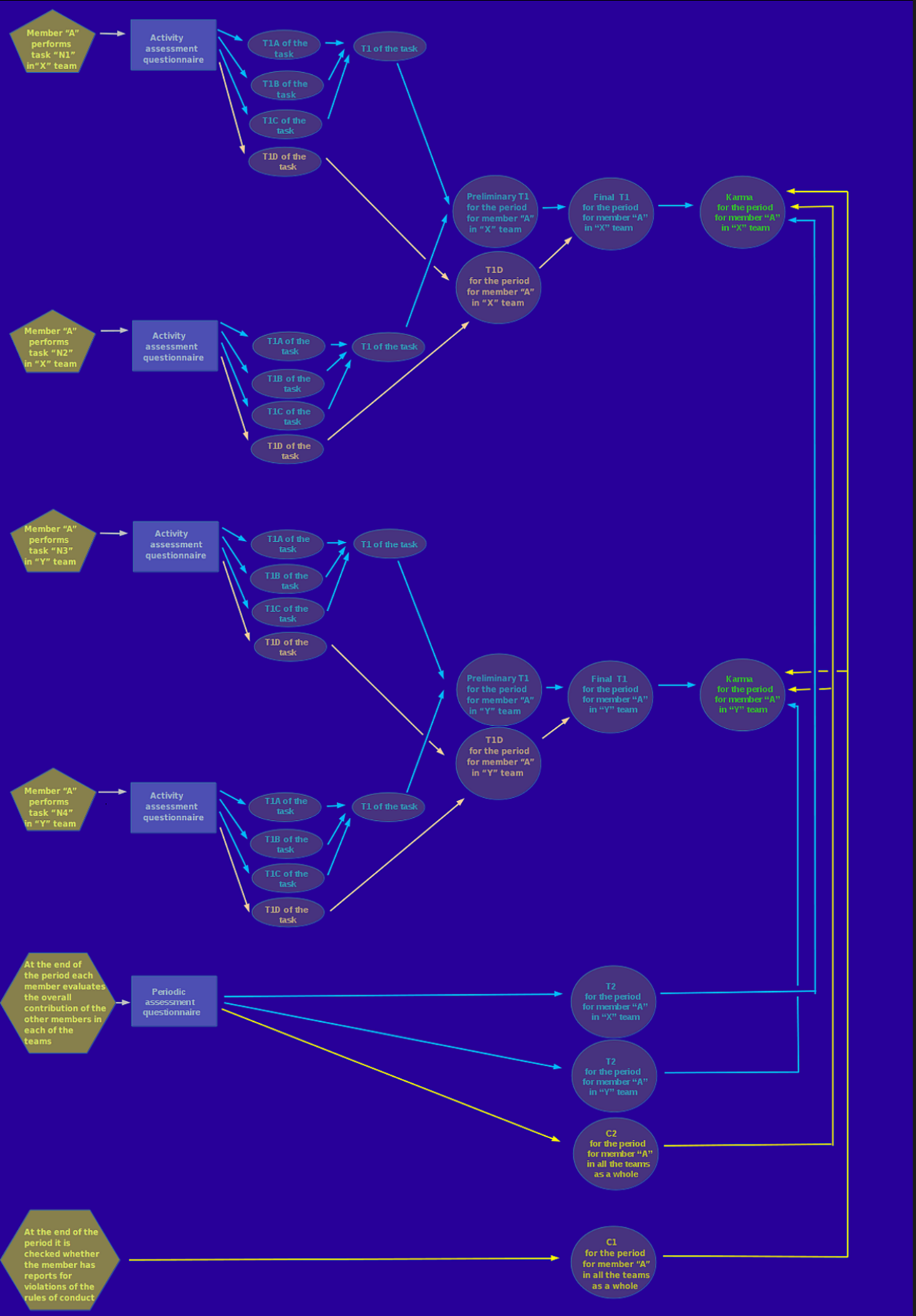
And in the picture below we show an example of how a member is evaluated in a periodic assessment questionnaire:




It should also be noted that in each period, a **C1 in the whole organization** is calculated for each member, but this is not determined by the questionnaires. It must be determined based on the behavior of each member during the period, that is, based on the existing **misconduct reports**. A member who has accumulated misconduct reports for not respecting the rules of conduct will have a lower C1.

At the end of each period, after adding the T1 and T2 in each team and the C1 and C2, each member will get **a karma in each team**. Such karma in each team will allow each member to have more or less influence on the decision-making of each team during the following period.

Hypothetically speaking, imagine that an organization has 2 teams ("X" and "Y"). A member "A" will get a karma for each of the 2 teams (a karma for the “X” team and another karma for the “Y” team), after evaluating the activities of the member A in those teams, and after evaluating the overall contribution of the member "A" to the work of each of these teams, and also the general behavior (manners, respect,...) of the member “A” in the whole organization:


Member "A" performs task "N1" in"X" team
Activity assessment questionnaire
T1A of the task
T1B of the task
T1C of the task
T1D of the task
T1 of the task
Member "A" performs task "N2" in "X" team
Activity assessment questionnaire
T1A of the task
T1B of the task
T1C of the task
T1D of the task
T1 of the task
Member "A" performs task "N3" in "Y" team
Activity assessment questionnaire
T1A of the task
T1B of the task
T1C of the task
T1D of the task
T1 of the task
Member "A" performs task "N4" in "Y" team
Activity assessment questionnaire
T1A of the task
T1B of the task
T1C of the task
T1D of the task
T1 of the task
Preliminary T1 for the period for member "A" in "X" team
T1D for the period for member "A" in "X" team
Final T1 for the period for member "A" in "X" team
Karma for the period for member "A" in "X" team
Preliminary T1 for the period for member "A" in "Y" team
T1D for the period for member "A" in "Y" team
Final T1 for the period for member "A" in "Y" team
Karma for the period for member "A" in "Y" team
At the end of the period each member evaluates the overall contribution of the other members in each of the teams
Periodic assessment questionnaire
T2 for the period for member "A" in "X" team
T2 for the period for member "A" in "Y" team
C2 for the period for member "A" in all the teams as a whole
At the end of the period it is checked whether the member has reports for violations of the rules of conduct
C1 for the period for member "A" in all the teams as a whole

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## [2.2.1] 4 VARIABLES ARE ASSESSED: T1, T2, C1 AND C2.

### [2.2.1.0] Introduction.

The weight of each of the variables in karma depends on what the organization decides. In this paper we suggest:

· T1 variable: up to 4 points.
· T2 variable: up to 2 points.
· C1 variable: up to 2 points.
· C2 variable: up to 2 points.
· Therefore karma: up to 10 points.

That said, we will describe below how the different variables that determine the karma of team members are calculated:

### [2.2.1.1] T1 variable. Continuous evaluation of the work carried out in a team.

#### [2.2.1.1.1] 1º) Each task carried out by a member is evaluated by the rest of members.

Each task performed by each member is assessed and rated by the other team members, giving various scores that will allow to calculate the following variables: T1A, T1B, T1C, T1D.

**T1A. Amount of work of the task performed. (from 0 to 2 points).**

When rating, members will take into account the number of working hours, units produced, etc.

We ask members to rate from 0 to 4 the amount of work done by a member who has carried out the task (we'll call it PT1A variable). Then we calculate the arithmetic mean of the scores obtained (PmT1A):

$$PmT1A = \frac{\sum PT1A}{number\ of\ scores}$$

As is clear, the average score of the work done in a task (PmT1A) will be between 0 and 4.

Finally, we calculate the variable that quantifies the amount of work done in the task, I.e, the **T1A of the task**:

$$T1A\ of\ task = \frac{1}{2} * PmT1A$$

As is clear, the value of T1A of the task will be between 0 and 2.

**T1B. Difficulty of the task performed (from 0 to 2 points).**

A task with a medium difficulty is not the same as a task that requires a great deal of intellectual effort, research, physical exertion, etc.

We ask members to rate from 0 to 4 the difficulty of the task performed by a member (we'll call it PT1B variable). Then we calculate the arithmetic mean of the scores obtained (PmT1B):

$$PmT1B = \frac{\sum PT1B}{number\ of\ scores}$$

As may be deduced, the average score of difficulty of the work done in a task (PmT1B) will be between 0 and 4.

Finally, we calculate the variable that quantifies the difficulty of the task, i.e, **T1B of the task**:

$$T1B\ of\ task = \frac{1}{2} * PmT1B$$

As is clear, the value of T1B of the task will be between 0 and 2.

Thus, tasks with medium difficulty will obtain a medium score (the T1A of the task will be multiplied by 1 approximately), while the most difficult tasks will be rewarded with a score above the average (multiplying T1A of the task even by 2 in some cases).

**T1C. Quality of the work carried out in the task (from 0 to 1 points).**

We ask members to rate from 0 to 4, the quality of the work done by a member (the more hits, the higher the score is; the more errors, the lower score is). We'll call it PT1C variable. Then we calculate the arithmetic mean of the scores (PmT1C):

$$PmT1C = \frac{\sum PT1C}{number\ of\ scores}$$

Finally, we calculate the variable that quantifies the level of success in the task, that is, **T1C of the task:**

$$T1C\,of\,task=\frac{1}{4}*PmT1C$$

As may be deduced, the value of T1C of the task will be between 0 and 1.

### T1D. Catastrophic negligence variable.

The question here is: has any catastrophic negligence been committed during the performance of a task? The answer to this question is yes only in exceptional cases when actions have been so negligent that they caused a problem that endangered the survival of a team or even the entire organization.

We ask members to evaluate whether the member has committed any catastrophic negligence while performing the task assessed. They will give a score between -1 (catastrophic negligence) and +1 (no negligence at all). We'll call it PT1D variable. With this data we do the following:

First, we calculate the **preliminary PaT1D of the task:**

$$Preliminary\,PaT1D\,of\,task=\sum PT1D$$

And then we calculate the **final PaT1D of the task:**

$$If\ Preliminary\,PaT1D\,of\,task<0, then:$$

$$Final\,PaT1D\,of\,task=Preliminary\,PaT1D\,of\,task$$

$$Si\ Preliminary\,PaT1D\,of\,task\geqslant 0, then:$$

$$Final\,PaT1D\,of\,task=0$$

Then the catastrophic negligence variable **preliminary T1D of the task** will be:

$$Preliminary\,T1D\,of\,task=Final\,PaT1D\,of\,task$$

*But we have to know whether the number of people who made the assessment is representative. The assessment made by only 1 person is not as representative as the assessment made by 10 people. Therefore we will introduce 2 variables:*

***PV:***

$$Participation\,rate(PV)=\frac{Number\,of\ participants\,\text{in}\,the\,assessment}{Number\,of\,members\,\text{in}\,the\,whole\,organization}$$

***PM:***

*Minimum participation threshold (PM) = Minimum desirable participation rate in the assessment for the ratings to be considered representative.* ***Each team will have its own PM*** *because there are teams where there is more participation and they handle lighter issues, while other teams are more technical, they handle more difficult issues and may have a lower participation (so they will normally have a lower PM). By default, all teams will have a PM of 0.25 (25%); Subsequently, the organization might consider whether it is necessary to change the PM in a certain team.*

Once the PM and PV are calculated, then we calculate the final T1D of the task:

$$If\ PV<PM, then:$$

$$Final\,T1D\,of\,task=0$$

$$If\ PV\geq PM, then:$$

$$Final\,T1D\,of\,task=Preliminary\,T1D\,of\,task$$

As is clear, the T1D of a task will have a value below or equal to zero. When its value is below zero it is when members have concluded that there was a catastrophic negligence.

### [2.2.1.1.2] 2º) Calculation of T1 of the task:

**Preliminary T1 of the task:**

$$Preliminary\,T1\,of\,task=T1A\,of\,task\cdot T1B\,of\,task\cdot T1C\,of\,task$$

*But we have to know whether the number of people who made the assessment is representative. The assessment made by only 1 person is not as representative as the assessment made by 10 people. Therefore we will introduce 2 variables:*

***PV:***

$$Participation\,rate(PV)=\frac{Number\,of\ participants\,\text{in}\,the\,assessment}{Number\,of\,members\,\text{in}\,the\,whole\,organization}$$

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*Minimum participation threshold (PM) = Minimum desirable participation rate in the assessment for the ratings to be considered representative.* ***Each team will have its own PM*** *because there*

*are teams where there is more participation and they handle lighter issues, while other teams are more technical, they handle more difficult issues and may have a lower participation (so they will normally have a lower PM). By default, all teams will have a PM of 0.25 (25%); Subsequently, the organization might consider whether it is necessary to change the PM in a certain team.*

Once the PM and PV are calculated, then we calculate the **final T1 of the task:**

$$If\ PV < PM\ , then:$$

$$Final\,T\,1\,of\,task = Preliminary\,T\,1\,of\,task * (\frac{PV}{PM})$$

$$If\ PV \geq PM\ , then:$$

$$Final\,T\,1\,of\,task = Preliminary\,T\,1\,of\,task$$

As you can deduce, the value of the T1 of the task will be between 0 and 4.

#### [2.2.1.1.3] 3º) At the end of the period the T1 for the period is calculated.

That is, the T1 that takes into account all the tasks performed by the member in a team during the evaluation period is calculated.

For starters, all the T1 scores of all the tasks performed by the team member during the period will be added, but we will limit its value to 4 points maximum (considering that 4 points is a good reward for the contributions of a great member, but no more than that, in order to prevent meritocracy from undermining democracy. Thus the preliminary T1 for the period will be:

$$Preliminary\,T\,1\,for\,the\,period = Minimum\,value\,of\,(\sum Final\,T\,1\,of\,tasks\,;4)$$

And now we consider the variable of catastrophic negligence. We calculate the variable of catastrophic negligence of the member being evaluated for the period (**T1D for the period**), by adding the values of the variables of catastrophic negligence of all the tasks (T1D of the tasks) performed by the member throughout the period:

$$T\,1\,D\,for\,the\,period = \sum Final\,T\,1\,D\,of\,all\,tasks\,performed\,throughout\,the\,period$$

This variable of negligence will be used to calculate the **final T1 for the period:**

$$If\ T\,1\,D\,for\,the\,period = 0, then:$$

$$Final\,T\,1\,for\,the\,period = Preliminary\,T\,1\,for\,the\,period$$

$$If\ T\,1\,D\,for\,the\,period < 0, then:$$

$$Final\,T\,1\,for\,the\,period = 0$$

As we see the variable of negligence is a way to penalize members who perform tasks negligently with catastrophic results.

As you can deduce, the value of the final T1 for the period will be between 0 and 4.

[Go to index]

### [2.2.1.2] T2 variable. Assessment of the overall contribution of each member to the work of each team. (from 0 to 2 points).

Things like occasional help to peers, commitment to teamwork, accredited knowledge in various disciplines, as well as any other way of contribution to the work of a team, must be also evaluated. So each member will get a score, from 0 to 4 points, from the other members of the team (we'll call it PT2 variable). Then we calculate the arithmetic mean of the scores:

$$PmT\,2 = \frac{\sum PT\,2}{number\,of\,scores}$$

And then we calculate the **T2 variable**, I.e, the overall contribution to the work of the team:

**Preliminary T2:**

$$Preliminary\,T\,2 = \frac{1}{2} * PmT\,2$$

*But we have to know whether the number of people who made the assessment is representative. The assessment made by only 1 person is not as representative as the assessment made by 10 people. Therefore we will introduce 2 variables:*

***PV:***

$$Participation\,rate\,(PV) = \frac{Number\,of\ participants\,\text{in}\,the\,assessment}{Number\,of\,members\,\text{in}\,the\,whole\,organization}$$

***PM:***

*Minimum participation threshold (PM) = Minimum desirable participation rate in the assessment for the ratings to be considered representative.* ***Each team will have its own PM*** *because there are teams where there is more participation and they handle lighter issues, while other teams are more technical, they handle more difficult issues and may have a lower participation (so they will*

*normally have a lower PM). By default, all teams will have a PM of 0.25 (25%); Subsequently, the organization might consider whether it is necessary to change the PM in a certain team.*

Once PM and PM are calculated, then we calculate the **final T2:**

$$If\ PV < PM\ , then:$$

$$Final\,T\,2 = Preliminary\,T\,2 * (\frac{PV}{PM})$$

$$If\ PV \geq PM\ , then:$$

$$Final\,T\,2 = Preliminary\,T\,2$$

As you can deduce, the value of T2 will be between 0 and 2.

[Go to index]

### [2.2.1.3] C1 variable. Assessment of the overall conduct of each member in the the whole organization, according to misconduct reports. (from 0 to 2 points).

C1 is calculated based on the reports issued by the moderation team (the moderation team applies the rules of conduct). Misconduct reports subtract points from C1. In detail:

- A minor infringement subtracts 0.5 points.
- A serious infringement subtracts 1.5 points.
- A very serious infringement subtracts 2.0 points.

If 1.5 or more points are subtracted due to the accumulation of minor, serious or very serious infringements during a certain period, the moderation team may decide to ban a member from all the teams of the organization. The ban may be temporary or indefinite. Once a member is banned, the member won't be allowed to participate in any of the teams of the organization during the ban period.

Let's see how to quantify this. The penalty for accumulated infringements (PIA) will be calculated as follows:

$$PIA = P1 * NP1 + P2 * NP2 + P3 * NP3$$

where:

PIA is the penalty for accumulated infringements.
P1 is the penalty for a minor infringement, which will be 0.5 by default.
NP1 is the number of minor infringements.
P2 is the penalty for a serious infringement, which will be 1.5 by default.
NP2 is the number of serious infringements.
P3 is the penalty for a very serious infringement, which will be 2 by default.
NP3 is the number of very serious infringements.

The **preliminary C1** for the period will be calculated as follows:

$$Preliminary\,C\,1\,for\,the\ period = 2 - PIA$$

So, if a member does not have misconduct reports, the value of C1 will be 2 points. Infringements lower the value of C1.

Finally, the **final C1 for the period** will be:

$$Final\,C\,1\,for\,the\ period = Maximum\ value\ of\ (Preliminary\,C\,1\,for\,the\ period\ ; 0)$$

With this formula we make sure that the value of C1 will be between 0 and 2.

A new member who has just joined the organization has, in principle, a very small karma (2 points corresponding to the C1 variable). The member's karma vary thereafter according to his/her contribution to the work of the organization and his/her conduct as time passes.

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### [2.2.1.4] C2 variable. Assessment of the overall conduct of each member in the the whole organization, according to periodic assessment questionnaires. (from 0 to 2 points).

The assessment of a member's conduct not only depends on the existence of misconduct reports issued by the moderation team. It also depends on the assessment made by the members of the whole organization via periodic assessment questionnaires.

So each member's general conduct will be rated, getting scores from 0 to 4 points (we'll call it PC2 variable). Then the arithmetic mean of the scores obtained is calculated:

$$PmC2 = \frac{\sum PC2}{number\ of\ scores}$$

Then the **variable of general conduct C2** will be calculated:

**Preliminary C2:**

$$Preliminary\,C2=\frac{1}{2}*PmC2$$

*But we have to know whether the number of people who made the assessment is representative. The assessment made by only 1 person is not as representative as the assessment made by 10 people. Therefore we will introduce 2 variables:*

***PV:***

$$Participation\,rate(PV)=\frac{Number\,of\,participants\,\text{in}\,the\,assessment}{Number\,of\,members\,\text{in}\,the\,whole\,organization}$$

***PM:***

*Minimum participation threshold (PM) = Minimum desirable participation rate in the assessment for the ratings to be considered representative.* ***Each team will have its own PM*** *because there are teams where there is more participation and they handle lighter issues, while other teams are more technical, they handle more difficult issues and may have a lower participation (so they will normally have a lower PM). By default, all teams will have a PM of 0.25 (25%); Subsequently, the organization might consider whether it is necessary to change the PM in a certain team.* ***In this case, for the C2 variable, we'll only take into account the PM of the moderation team.***

Once PM and PM are calculated, then we calculate the **final C2:**

$$If\,PV<PM\,for\,moderation\,team,then:$$

$$Final\,C2=Preliminary\,C2*(\frac{PV}{PM})$$

$$If\,PV\geq PM\,for\,moderation\,team,then:$$

$$Final\,C2=Preliminary\,C2$$

As may be deduced, the value of C2 will be between 0 and 2.

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## [2.2.2.] SUM OF THE VARIABLES TO CALCULATE THE KARMA.

It should be clarified that each user/member will have **a T1 and T2 in each team**. But each user will have **a unique C1 and C2 valid for all teams.**

As a result of this assessment, each member will have one karma in each team. The value of such karma will be between 0 and 10 points. The calculated karma will be in effect for the following period (e.g. during the next quarter). When members have to make a decision in a team, the karma earned by each member in such team will be used.

So the **karma of a user/member in a team** will be:

**Karma in a team = T1 in the team + T2 in the team + C1 + C2**

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## [2.2.3] EXAMPLES OF KARMA CALCULATION.

### [2.2.3.0] Introduction.

Now we are going to see some practical examples of calculation of the karma of users in the various teams of an organization. Throughout this essay we are going to use a fictitious organization as an example. This hypothetical organization is a group of translators. The organization of these translators is divided into 4 teams: general organization, technical support, moderation and translation.

The organization began operating, hypothetically, in the 4th quarter of 2013. In our example today would be July 4th, 2014.

### [2.2.3.1] Spreadsheet for karma calculation.

Let's describe a spreadsheet template that allows us to calculate the karma of a member in the various teams of the organization that we are using as an example in this paper, for a quarterly period. This spreadsheet wouldn't be necessary if the software described in chapter 3 was developed and available for use.

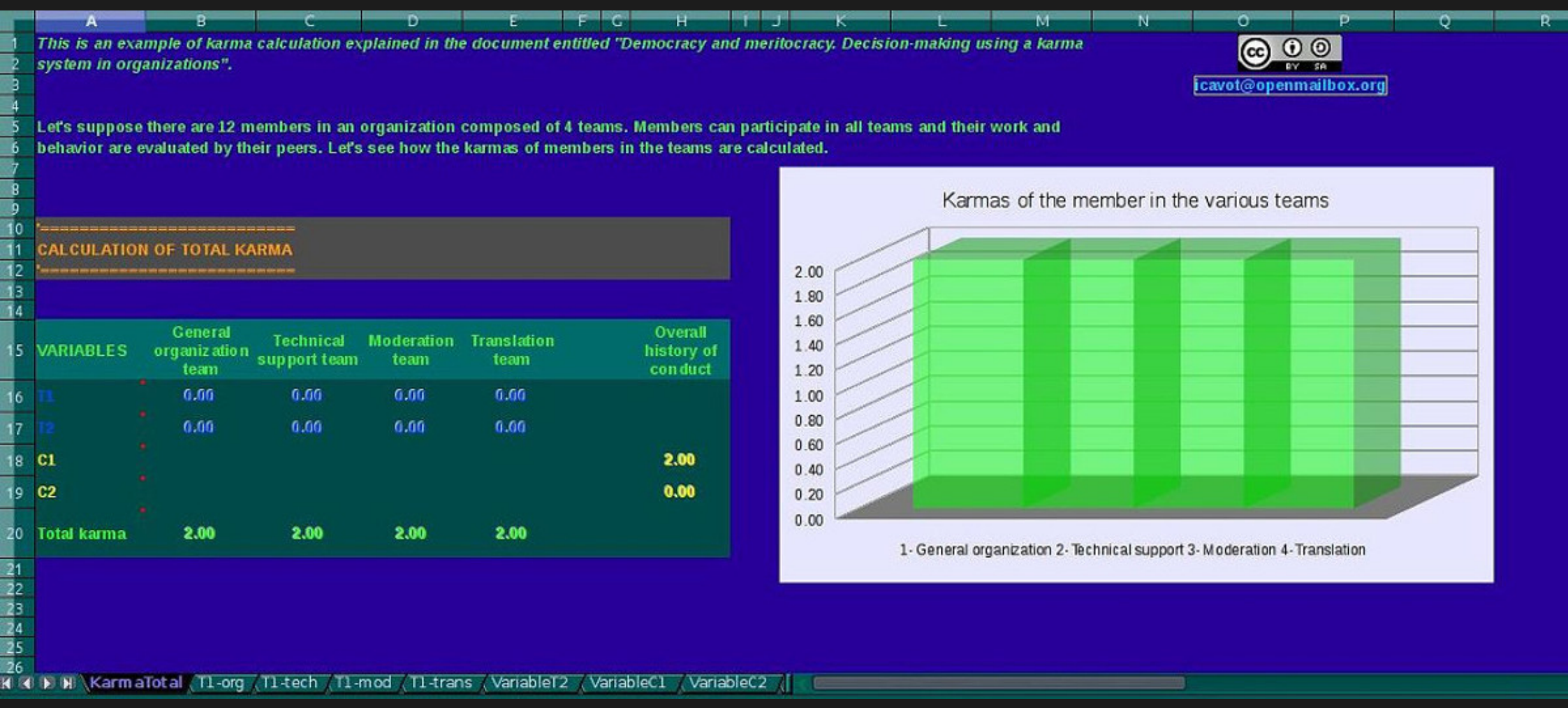
You can download the spreadsheet template for karma calculation for the organization we are using as an example from the following link:
https://archive.org/download/TEMPLATEFORKARMACALCULATIONV20/TEMPLATE%20FOR%20KARMA%20CALCULATION%20v2_0.ods

Note: Beware the way decimals are expressed. Depending on how you set the spreadsheet, the decimal may be represented by a point or a comma.

When you open the spreadsheet you'll observe that it consists of 8 sheets/tabs/sections: "KarmaTotal", "T1-org", "T1-tech", "T1-mod", "T1-trans", "VariableT2 ", "VariableC1" and "VariableC2 ".

### [2.2.3.1.1] KarmaTotal.

In the "KarmaTotal" tab/sheet we have the following:




On the left side there is a data table and on the right there is a chart.

The **table** shows the main variables involved in the calculation of the karma of each member in each team for a period of time, in our example for a quarter. The the first row of the table shows the T1 variable in each of the teams. T2 in each of the teams appears in the second row. The C1 variable and C2 variable are in the third and fourth row of the table respectively. Finally, the last row shows the total karma in each of the teams.

Karma in general organization team = T1 general organization + T2 general organization + C1 + C2
Karma in technical support team = T1 technical support + T2 technical support + C1 + C2
Karma in moderation team = T1 moderation + T2 moderation + C1 + C2
Karma in translation team = T1 translation + T2 translation + C1 + C2

On the right side, the **chart** represents graphically the value of total karma calculated in each of the teams.

As shown in the picture above, each member has, in principle, 2 points of karma in each team. This is because C1 has a value of 2 points as long as there hasn't been any misconduct. In case of misconduct the C1 variable would be reduced.

In the "KarmaTotal" sheet you don't have to enter any data; the data shown are the result of the calculations made automatically based on the data entered in the other sheets / tabs.

### [2.2.3.1.2] T1-org, T1-tech, T1-mod and T1-trans.

The T1 variable in each of the teams is calculated in the next 4 sheets/tabs, that is, in the general organization team, technical support team, moderation team and translation team.

The structure of a sheet dedicated to a team is the same. See, for example, the **"T1-org" sheet:**

CALCULATION OF T1 IN THE GENERAL ORGANIZATION TEAM

STEP 1

Let's suppose a member has carried out some tasks in this team during the quarter. In turn, other members have rated the tasks carried out by this member.

*Note: Blank scores will not enter into the calculations.*

| TASK 1 (write in this cell a brief description of the task) | PT1A. Scores on the amount of work done in the task (from 0 to 4) | PT1B. Scores on the difficulty of the task performed (from 0 to 4) | PT1C. Scores on the quality of the done in the task (from 0 to 4) | PT1D. Scores on the variable of catastrophic negligence (from -1 to +1) |
|---|---|---|---|---|
| User320 | | | | |
| Pedro | | | | |
| Gman | | | | |
| Vixi | | | | |
| Jubiloso | | | | |

STEP 2

Finally, we calculate the T1 va

PRELIMINARY T1 FOR THE PERIOD: Sum of the T1 of the tasks, maximum 4 points

T1D FOR THE PERIOD

FINAL T1 FOR THE PERIOD: Final T1 adjusted (if catastrophic negligence, then 0)

KarmaTotal | T1-org | T1-tech | T1-mod | T1-trans | VariableT2 | VariableC1 | VariableC2

You'll see 2 parts:

**Step 1.**

In “Step 1” there are several tables of activities or tasks (TASK 1, TASK 2, ...). Each of these tables of tasks have a cell to write a description of the task performed by the member and a group of cells where the scores that the other members have given to the task are entered (cells colored in gray).

Each of these tables of tasks has the same structure. Take, for example, TASK 1:

| TASK 1 (write in this cell a brief description of the task) | PT1A. Scores on the amount of work done in the task (from 0 to 4) | PT1B. Scores on the difficulty of the task performed (from 0 to 4) | PT1C. Scores on the quality of the done in the task (from 0 to 4) | PT1D. Scores on the variable of catastrophic negligence (from -1 to +1) |
|---|---|---|---|---|
| User320 | | | | |
| Pedro | | | | |
| Gman | | | | |
| Vixi | | | | |
| Jubiloso | | | | |
| Ravana | | | | |
| Matraka | | | | |
| Andrés | | | | |
| Cris | | | | |
| Root | | | | |
| Utopial | | | | |
| Troller | | | | |
| PmT1A, PmT1B, PmT1C | 0.00 | 0.00 | 0.00 | |
| Preliminary PaT1D | | | | 0.00 |
| Final PaT1D | | | | 0.00 |
| T1A of task, T1B of task, T1C of task | 0.00 | 0.00 | 0.00 | |
| Participation rate (PV) | | | | 0.00% |
| PM for the general organization team | | | | 25.00% |
| Preliminary T1 of task (T1A task * T1B task * T1C task) | | | | 0.00 |
| Final T1of task (taking into account PM) | | | | 0.00 |
| Prelinary T1D of the task | | | | 0.00 |
| Final T1D of the task | | | | 0.00 |

Let's suppose you want to record the first task that a member, for example Troller, carried out in the general organization team. Then you have go to the "T1-org" sheet and write the description of the task performed by Troller in cell A16. For example you may write: *“TASK 1 – Help with the organization of a briefing”.*

In order to assess a task you have to rate the following variables:

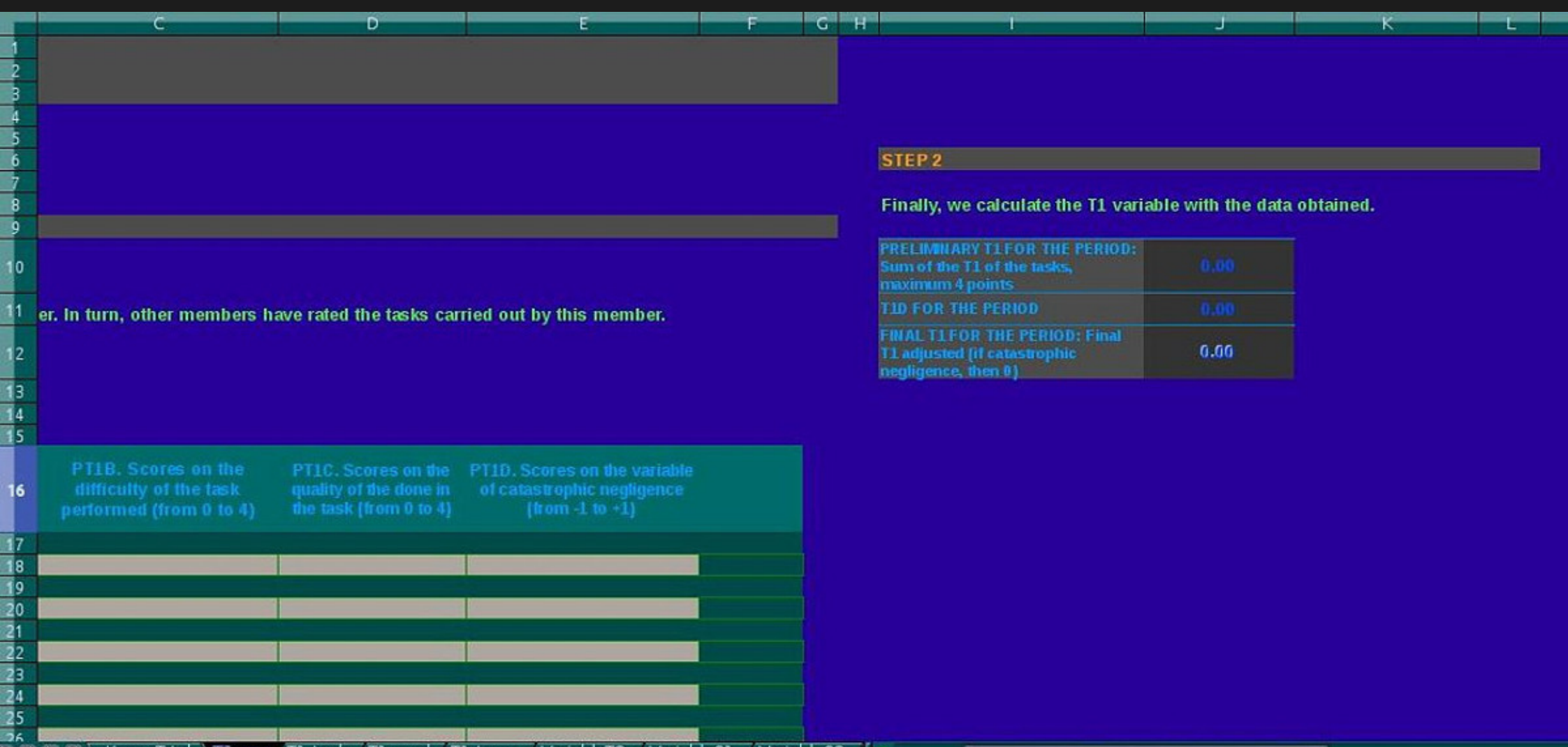
· PT1A, amount of work done in the task. From 0 to 4 points.
· PT1B, difficulty of the task. From 0 to 4 points.
· PT1C, Quality of the work carried out in the task. From 0 to 4 points.
· PT1D, score of catastrophic negligence. Here you have to evaluate whether Troller has committed any negligence that may have put at risk the continuity of a team or even the entire organization. You will give a score between -1 (catastrophic negligence) and +1 (no negligence at all).

So if, for example, we record the scores that User320 has given to this activity performed by Troller, we'll write the corresponding scores in cells B18, C18, D18 and E18. We'll do the same with the scores given by the other members in their corresponding rows.

Then the spreadsheet calculates the variables corresponding to the task in the table corresponding to TASK 1, from row 42 to row 51. The variables PmT1A, PmT1B and PmT1C of the task are calculated in row 42. The preliminary PaT1D of the task is calculated in row 43. The final PaT1D of the task is calculated in row 44. T1A, T1B and T1C of the task are calculated in row 45. In row 46 the spreadsheet calculates the percentage of members who have participated in the assessment of the task, that is, the participation rate (PV). The minimum desirable participation rate in the assessment for the ratings to be considered representative in the team appears in row 47. The preliminary T1 of the task is calculated in row 48. The final T1 of the task is calculated in row 49. The preliminary T1D of the task is calculated in row 50. The final T1D of the task is calculated in row 51.

**Step 2.**

After collecting the data from the tables of tasks (TASK 1 TASK 2, ...) the spreadsheet proceeds to calculate the quarterly T1 in the team:




As you can see, the preliminary T1, the T1D and the final T1 for the quarter are calculated.

**[2.2.3.1.3] VariableT2.**

The sixth sheet/tab corresponds to the T2 variable. Apart from the evaluations of the tasks performed by each member in the various teams, each member is evaluated by the other members in a periodic assessment questionnaire at the end of each period, for example at the end of each quarter. What is evaluated in the T2 variable is the overall contribution of each member to the work of a team (including occasional help to peers, commitment to teamwork, accredited knowledge in various disciplines, ...).

CALCULATION OF T2

In this section we are going to calculate T2, that is, the overall contribution of a member to the work in each team during the period.
*Note: Blank scores will not enter into the calculations.*

| | MEMBER WHO RATES | PT2 General organization (from 0 to 4) | PT2 Technical support (from 0 to 4) | PT2 Moderation (fom 0 to 4) | PT2 Translation (from 0 to 4) |
|---|---|---|---|---|---|
| 10 | User320 | | | | |
| 12 | Pedro | | | | |
| 14 | Gman | | | | |
| 16 | Vixi | | | | |
| 18 | Jubiloso | | | | |
| 20 | Ravana | | | | |
| 22 | Matraka | | | | |
| 24 | Andrés | | | | |
| 26 | Cris | | | | |
| 28 | Root | | | | |
| 30 | Utopial | | | | |
| 32 | Troller | | | | |
| 34 | PmT2 | 0.00 | 0.00 | 0.00 | 0.00 |
| 35 | Participation rate | 0.00% | 0.00% | 0.00% | 0.00% |
| 36 | PM for the team | 25,00% | 25,00% | 25,00% | 25,00% |
| 37 | Preliminary T2 | 0.00 | 0.00 | 0.00 | 0.00 |
| 38 | Final T2 | 0.00 | 0.00 | 0.00 | 0.00 |

*PM is the minimum desirable participation rate for the evaluations to be considered representative and consequently count 100%.*

KarmaTotal / T1-org / T1-tech / T1-mod / T1-trans / VariableT2 / VariableC1 / VariableC2

As shown, there is a table in this sheet. The upper part shows the scores that members have given to the member who is being assessed. The data is entered in the gray cells.

Here the overall contribution of a member to each team is evaluated:

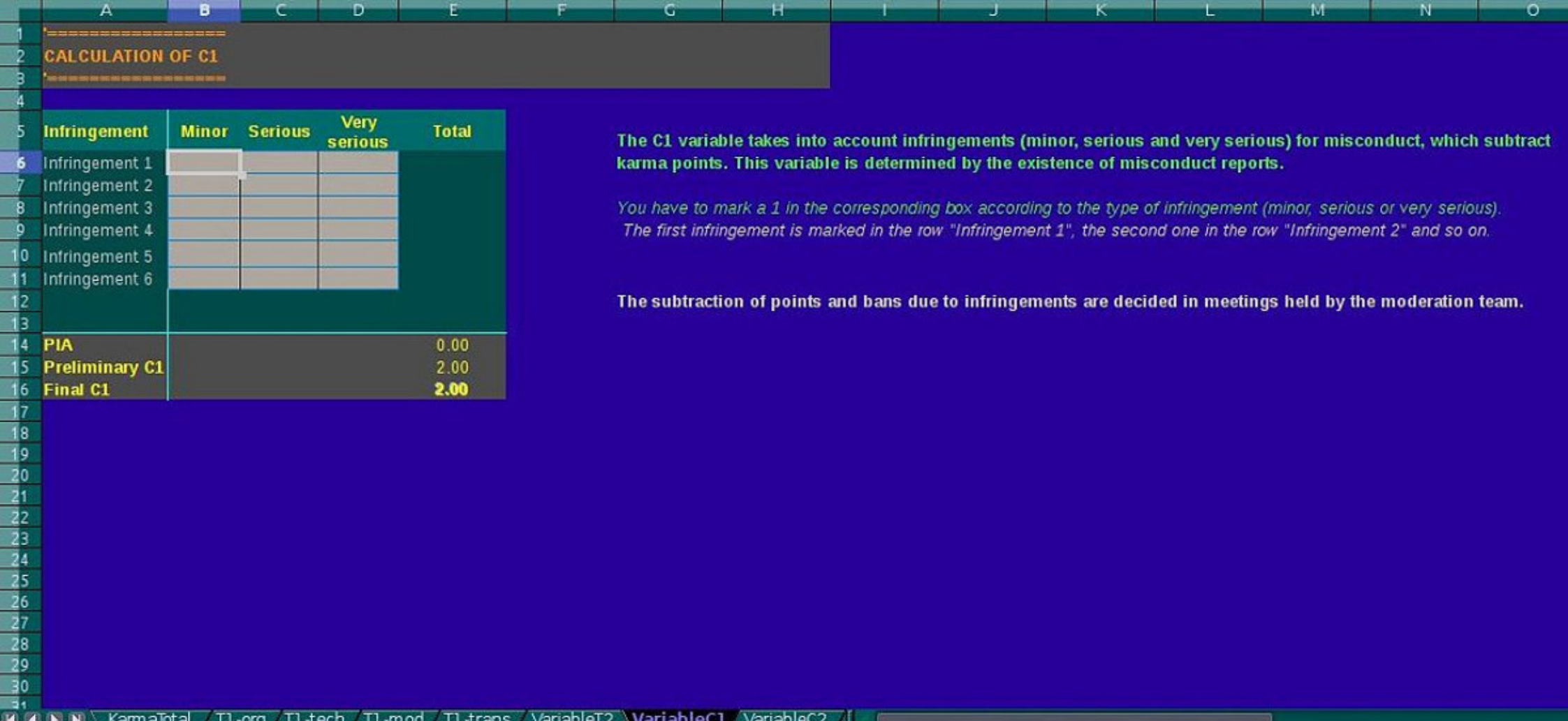
· PT2 general organization. From 0 to 4 points.
· PT2 technical support. From 0 to 4 points.
· PT2 moderation. From 0 to 4 points.
· PT2 translation. From 0 to 4 points.

So if, for example, Troller is being evaluated, and we want to record the scores given by User320 to Troller, these scores are entered in cells B10, C10, D10 and E10.

The bottom part of the table shows the calculations made from the scores above. PmT2 in the general organization team, PmT2 in the technical support team, PmT2 in the moderation team and PmT2 in the translation team are calculated in row 34. The percentage of members who participated rating PT2 in the various teams are shown in row 35. The minimum participation required for the assessment to be considered representative in each of the teams appears in row 36. The preliminary T2 in the various teams is calculated in row 37. The final T2 in the various teams is calculated in row 38.

### [2.2.3.1.4] VariableC1.

The seventh sheet/tab corresponds to the C1 variable. This sheet is where misconduct reports during the period evaluated are recorded. The penalties for the violation of the rules of conduct are decided in meetings held by the moderation team.



CALCULATION OF C1

| Infringement | Minor | Serious | Very serious | Total |
|---|---|---|---|---|
| Infringement 1 | | | | |
| Infringement 2 | | | | |
| Infringement 3 | | | | |
| Infringement 4 | | | | |
| Infringement 5 | | | | |
| Infringement 6 | | | | |
| PIA | | | | 0.00 |
| Preliminary C1 | | | | 2.00 |
| Final C1 | | | | 2.00 |

The C1 variable takes into account infringements (minor, serious and very serious) for misconduct, which subtract karma points. This variable is determined by the existence of misconduct reports.

*You have to mark a 1 in the corresponding box according to the type of infringement (minor, serious or very serious). The first infringement is marked in the row "Infringement 1", the second one in the row "Infringement 2" and so on.*

The subtraction of points and bans due to infringements are decided in meetings held by the moderation team.

KarmaTotal / T1-org / T1-tech / T1-mod / T1-trans / VariableT2 / VariableC1 / VariableC2

Infringements pose a reduction in the value of C1. In principle, C1 has a value of 2 points if a member has not committed any misconduct. Violations of the rules of conduct subtract points.

To record an infringement a “1” is typed in the corresponding cell according to the kind of misconduct. For example, if you want to register a first infringement during the period, then you go to row 6 (Infringement 1). Then, for example, if you have to register a minor infringement, you have to type a “1” in cell B6. Now if you have to register a second infringement you have to go to the next row (row 7) and type a “1” in the corresponding cell depending on the type of infringement, for example to record a serious infringement you'll type a 1 in cell C7. And so on.

The spreadsheet automatically calculates the PIA (row 14), the preliminary C1 (row 15) and the final C1 (row 16).

### [2.2.3.1.5] VariableC2.

The eighth sheet/tab corresponds to the C2 variable. Apart from the continuous assessments of the tasks performed by each member in the various teams, at the end of each period, for example at the end of each quarter, each member is evaluated by the other members in a periodic assessment questionnaire. What is evaluated in the C2 variable is the general conduct of members in all the organization as a whole (in terms of manners, respect, etc).

| | A | B | C | D | E | F | G |
|---|---|---|---|---|---|---|---|
| 1 | '========== | | | | | | |
| 2 | CALCULATION OF C2 | | | | | | |
| 3 | '========== | | | | | | |
| 4 | | | | | | | |
| 5 | In this section we will calculate the C2 variable, that is, the general behavior of the evaluated member, during a time period in the whole organization. | | | | | | |
| 6 | Note: Blank scores will not enter into the calculations. | | | | | | |
| 7 | | | | | | | |
| 8 | MEMBER WHO RATES | PC2 (from 0 to 4) | | | | | |
| 9 | | | | | | | |
| 10 | User320 | | | | | | |
| 11 | | | | | | | |
| 12 | Pedro | | | | | | |
| 13 | | | | | | | |
| 14 | Gman | | | | | | |
| 15 | | | | | | | |
| 16 | Vixi | | | | | | |
| 17 | | | | | | | |
| 18 | Jubiloso | | | | | | |
| 19 | | | | | | | |
| 20 | Ravana | | | | | | |
| 21 | | | | | | | |
| 22 | Matraka | | | | | | |
| 23 | | | | | | | |
| 24 | Andrés | | | | | | |
| 25 | | | | | | | |
| 26 | Cris | | | | | | |
| 27 | | | | | | | |
| 28 | Root | | | | | | |
| 29 | | | | | | | |
| 30 | Utopial | | | | | | |
| 31 | | | | | | | |
| 32 | Troller | | | | | | |
| 33 | | | | | | | |
| 34 | PmC2 | 0.00 | | | | | |
| 35 | Participation rate in the assessent | 0.00% | | | | | |
| 36 | PM for the moderation team | 25.00% | | | | | |
| 37 | Preliminary C2 | 0.00 | | | | | |
| 38 | Final C2 | 0.00 | | | | | |

*PM is the minimum desirable participation rate for the evaluations to be considered representative and consequently count 100%.*

There is a table in this sheet. In the upper part is where the scores given to the member evaluated are recorded. The cells where the data is entered are gray.

So if, for example, Troller is being evaluated, and we want to record the scores given by User320 to Troller, the score is entered in cell B10.

The bottom part of the table shows the calculations made from the scores above. The PmC2 variable is calculated in row 34. The percentage of members who have participated in the assessment is in row 35. The minimum desirable participation rate for the scores to be considered representative appears in row 36 (this participation rate is the same as the minimum participation rate used for the moderation team). The preliminary C2 variable is calculated in row 37. The final C2 variable is calculated in row 38.

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## [2.2.3.2] Pedro's karmas valid for the 3rd quarter of 2014.

### [2.2.3.2.0] Introduction

Let's suppose it's the 5th of July and questionnaires have been closed in order to calculate the karmas of all members in the organization. In order to make the calculations, we use the information found in the activity assessment questionnaires corresponding to the tasks carried out by each of the members in the various teams during the 2nd quarter of 2014 and the information found in the periodic assessment questionnaire valid for the 3rd quarter of 2014 (where it is evaluated the activity of all members during the 2nd quarter of 2014), which has been published and open from May 1st to July 5th.

You can download the spreadsheet that contains the data and the calculations regarding Pedro's karma valid for the 3rd quarter of 2014 in the following link:
https://archive.org/download/KarmasValidForThe3rdQuarterOf2014Pedro/Karmas%20valid%20for%20the%203rd%20quarter%20of%202014%20-%20Pedro.ods

### [2.2.3.2.1] KarmaTotal.

In the "KarmaTotal" tab/sheet we have the following:

In the "KarmaTotal" sheet you don't have to enter any data; the data shown are the result of the calculations made automatically based on the data entered in the other sheets / tabs.

On the left side there is a data table and on the right there is a chart.

The **table** shows the main variables involved in the calculation of the karma of the evaluated member (Pedro) in each team for a period of time, in our example for a quarter. The the first row of the table shows the T1 variable in each of the teams. T2 in each of the teams appears in the second row. The C1 variable and C2 variable are in the third and fourth row of the table respectively. Finally, the last row shows the total karma in each of the teams.

Karma in general organization team (2 points) = T1 general organization (0 points) + T2 general organization (0.50 points) + C1 (1 point) + C2 (0.50 points)
Karma in technical support team (2.17 points) = T1 technical support (0 points) + T2 technical support (0.67 points) + C1 (1 point) + C2 (0.50 points)
Karma in moderation team (1.98 points) = T1 moderation (0 points) + T2 moderation (0.48 points) + C1 (1 point) + C2 (0.5 points)
Karma in translation team (3.27 points) = T1 translation (0.70 points) + T2 translation (1.07 points) + C1 (1 point) + C2 (0.5 points)

As you can see, the team where Pedro has obtained a highest karma has been the translation team, while he obtained his lowest karma in the moderation team. Therefore Pedro will have a greater say in the decisions of the translation team than in the moderation team.

As for the T1 variable, the translation team seems to be the only one where he has performed important tasks satisfactorily (0.7 points).

As for the T2 variable, the team where he got the highest score was the translation team, where he has probably participated more and where his help and contribution in general has been more appreciated. However, in other teams, despite not having performed relevant tasks, he got a T2 greater than 0, possibly because other members wanted to reward Pedro for some occasional help, accredited knowledge, etc.

As for the C1 variable, Pedro only obtained 1 point out of 2, because he has been penalized during the quarter that is being evaluated for his misconduct.

With regard to the C2 variable, it seems that Pedro's overall behavior has been considered improvable by the other members of the organization.

On the right side, the **chart** represents graphically the value of total karma calculated in each of the teams.

### [2.2.3.2.2] T1-org, T1-tech, T1-mod and T1-trans.

If you browse the sheets/tabs where the tasks carried out by Pedro are recorded, you'll notice that he only performed a relevant task in the translation team during the period that we're evaluating:

CALCULATION OF T1 IN THE TRANSLATION TEAM

STEP 1

Let's suppose a member has carried out some tasks in this team during the quarter. In turn, other members have rated the tasks carried out by this member.

*Note: Blank scores will not enter into the calculations.*

STEP 2

Finally, we calculate the T1 v

PRELIMINARY T1 FOR THE PERIOD: Sum of the T1 of the tasks, maximum 4 points

T1D FOR THE PERIOD

FINAL T1 FOR THE PERIOD: Final T1 adjusted (if catastrophic negligence, then 0)

| TASK 1 – I've translated quickly the new Abby Martin's article. Just a draft. | PT1A. Scores on the amount of work done in the task (from 0 to 4) | PT1B. Scores on the difficulty of the task performed (from 0 to 4) | PT1C. Scores on the quality of the done in the task (from 0 to 4) | PT1D. Scores on the variable of catastrophic negligence (from -1 to +1) |
|---|---|---|---|---|
| User320 | 2.00 | 2.00 | 1.20 | 1.00 |
| Pedro | | | | |
| Gman | 2.80 | 2.00 | 1.80 | 0.90 |
| Vixi | 2.00 | 2.00 | 1.50 | 0.70 |

KarmaTotal / T1-org / T1-tech / T1-mod / T1-trans / VariableT2 / VariableC1 / VariableC2

Sheet 5 / 8 Default Sum=0 100%

The task carried out was the translation of an article:

| TASK 1 – I've translated quickly the new Abby Martin's article. Just a draft. | PT1A. Scores on the amount of work done in the task (from 0 to 4) | PT1B. Scores on the difficulty of the task performed (from 0 to 4) | PT1C. Scores on the quality of the done in the task (from 0 to 4) | PT1D. Scores on the variable of catastrophic negligence (from -1 to +1) |
|---|---|---|---|---|
| User320 | 2.00 | 2.00 | 1.20 | 1.00 |
| Pedro | | | | |
| Gman | 2.80 | 2.00 | 1.80 | 0.90 |
| Vixi | 2.00 | 2.00 | 1.50 | 0.70 |
| Jubiloso | | | | |
| Ravana | | | | |
| Matraka | 3.00 | 1.60 | 2.00 | 0.90 |
| Andrés | 2.00 | 2.00 | 2.00 | 0.80 |
| Cris | 2.00 | 1.60 | 1.80 | 0.70 |
| Root | | | | |
| Utopial | | | | |
| Troller | 4.00 | 4.00 | 4.00 | 1.00 |
| PmT1A, PmT1B, PmT1C | 2.54 | 2.17 | 2.04 | |
| Preliminary PaT1D | | | | 6.00 |
| Final PaT1D | | | | 0.00 |
| T1A of task, T1B of task, T1C of task | 1.27 | 1.09 | 0.51 | |
| Participation rate (PV) | | | | 58.33% |
| PM for the translation team | | | | 25.00% |
| Preliminary T1 of task (T1A task * T1B task * T1C task) | | | | 0.70 |
| Final T1of task (taking into account PM) | | | | 0.70 |
| Preliinary T1D of the task | | | | 0.00 |
| Final T1D of the task | | | | 0.00 |

KarmaTotal / T1-org / T1-tech / T1-mod / T1-trans / VariableT2 / VariableC1 / VariableC2

Sheet 5 / 8 Default Sum=0

The upper part of the table corresponding to the task performed by Pedro contains the scores that some members have given to the task. As shown, Troller has given him high scores, while User320 has given significantly lower scores. Other members have not participated in the assessment of this activity (Jubiloso, Ravana, Root, Utopial). The percentage of members that have participated in the assessment is 58.33%.

As a result, Pedro has obtained 0.70 points (final T1 of the task) and members considered that Pedro

didn't commit any catastrophic negligence in the task (final T1D of the task = 0).

With the data of the tasks performed by Pedro in the translation team (in this case only one task) the spreadsheet has proceeded to calculate the T1 for the period and the T1D for the period in the team. Pedro didn't commit any catastrophic negligence in any of the tasks performed by him during the period (T1D for the period = 0), therefore his final T1 for the quarter in the translation team is 0.70 points:

### [2.2.3.2.3] VariableT2.

The sixth sheet/tab corresponds to the T2 variable. Apart from the evaluations of the tasks performed by Pedro in the various teams, he is evaluated by the other members in a periodic assessment questionnaire at the end of each period, for example at the end of each quarter. What is evaluated in the T2 variable is the overall contribution of each member to the work of a team (including occasional help to peers, commitment to teamwork, accredited knowledge in various disciplines, ...).

'==========
CALCULATION OF T2
'==========

In this section we are going to calculate T2, that is, the overall contribution of a member to the work in each team during the period.
*Note: Blank scores will not enter into the calculations.*

| | MEMBER WHO RATES | PT2 General organization (from 0 to 4) | PT2 Technical support (from 0 to 4) | PT2 Moderation (fom 0 to 4) | PT2 Translation (from 0 to 4) |
|---|---|---|---|---|---|
| 10 | User320 | | | | |
| 12 | Pedro | | | | |
| 14 | Gman | 0.00 | 1.00 | 0.00 | 1.50 |
| 16 | Vixi | | | 0.50 | 1.50 |
| 18 | Jubiloso | | | | |
| 20 | Ravana | | | | |
| 22 | Matraka | 1.00 | 1.00 | 0.00 | 2.00 |
| 24 | Andrés | | | 0.30 | 1.80 |
| 26 | Cris | | | | 2.00 |
| 28 | Root | | | | |
| 30 | Utopial | | | | |
| 32 | Troller | 2.00 | 2.00 | 4.00 | 4.00 |
| 34 | PmT2 | 1.00 | 1.33 | 0.96 | 2.13 |
| 35 | Participation rate | 25.00% | 25.00% | 41.67% | 50.00% |
| 36 | PM for the team | 25,00% | 25,00% | 25,00% | 25,00% |
| 37 | Preliminary T2 | 0.50 | 0.67 | 0.48 | 1.07 |
| 38 | Final T2 | 0.50 | 0.67 | 0.48 | 1.07 |

*PM is the minimum desirable participation rate for the evaluations to be considered representative and consequently count 100%.*

KarmaTotal / T1-org / T1-tech / T1-mod / T1-trans / VariableT2 / VariableC1 / VariableC2

Sheet 6 / 8 Default Sum=0

As shown, there is a table in this sheet. The upper part shows the scores that members have given to Pedro. The data are entered in the gray cells.

Here Pedro's overall contribution to each team is evaluated:

· PT2 general organization. From 0 to 4 points.
· PT2 technical support. From 0 to 4 points.
· PT2 moderation. From 0 to 4 points.
· PT2 translation. From 0 to 4 points.

As we see only a few members evaluated Pedro. Some of those who participated in his assessment didn't even rated him in all the teams. Vixi and Andres didn't rate him in the general organization team or the technical support team. Cris has only rated him in the translation team. Perhaps the reason is that those members didn't know about Pedro's activity in those teams. If we don't know about the activity of a member in a team, the reasonable course is not to evaluate that member in that team.

The bottom part of the table shows the calculations made from the scores above. PmT2 in the general organization team, PmT2 in the technical support team, PmT2 in the moderation team and PmT2 in the translation team are calculated in row 34. The percentage of members who participated rating PT2 in the various teams are shown in row 35. The minimum participation required for the assessment to be considered representative in each of the teams appears in row 36. The preliminary T2 in the various teams is calculated in row 37. The final T2 in the various teams is calculated in row 38.

As a result Pedro has obtained 0.5 points of T2 in the general organization team; 0.67 points in the technical support team; 0.48 points in the moderation team; 1.07 points in the translation team.
So he has obtained a higher T2 in the translation team, where he participated more actively and where his work was more appreciated. However, in other teams, despite not having performed relevant tasks, he has obtained a T2 greater than 0, possibly because other members wanted to reward him for occasional help, accredited knowledge, etc.

**[2.2.3.2.4] VariableC1.**

The seventh sheet/tab corresponds to the C1 variable. This sheet is where misconduct reports during the period evaluated are recorded. The penalties for the violation of the rules of conduct are decided in meetings held by the moderation team.

'==========
CALCULATION OF C1
'==========

| Infringement | Minor | Serious | Very serious | Total |
|---|---|---|---|---|
| Infringement 1 | 1 | | | |
| Infringement 2 | 1 | | | |
| Infringement 3 | | | | |
| Infringement 4 | | | | |
| Infringement 5 | | | | |
| Infringement 6 | | | | |
| PIA | | | | 1.00 |
| Preliminary C1 | | | | 1.00 |
| Final C1 | | | | 1.00 |

The C1 variable takes into account infringements (minor, serious and very serious) for misconduct, which subtract karma points. This variable is determined by the existence of misconduct reports.

*You have to mark a 1 in the corresponding box according to the type of infringement (minor, serious or very serious). The first infringement is marked in the row "Infringement 1", the second one in the row "Infringement 2" and so on.*

The subtraction of points and bans due to infringements are decided in meetings held by the moderation team.

KarmaTotal | T1-org | T1-tech | T1-mod | T1-trans | VariableT2 | VariableC1 | VariableC2

Sheet 7 / 8 Default Sum=0

As seen, Pedro has committed 2 minor infringements during the period evaluated, which will subtract 0.5 points each. Thus the C1 variable is down to 1 point.

### [2.2.3.2.5] VariableC2.

The eighth sheet/tab corresponds to the C2 variable. Apart from the continuous assessments of the tasks performed by Pedro in the various teams, at the end of each period, for example at the end of each quarter, he is evaluated by the other members in a periodic assessment questionnaire. What is evaluated in the C2 variable is the general conduct of members in all the organization as a whole (in terms of manners, respect, etc).

CALCULATION OF C2

In this section we will calculate the C2 variable, that is, the general behavior of the evaluated member, during a time period in the whole organization.
Note: Blank scores will not enter into the calculations.

| MEMBER WHO RATES | PC2 (from 0 to 4) |
|---|---|
| User320 | |
| Pedro | |
| Gman | 0.00 |
| Vixi | 0.50 |
| Jubiloso | |
| Ravana | |
| Matraka | 0.00 |
| Andrés | 0.50 |
| Cris | 1.00 |
| Root | |
| Utopial | |
| Troller | 4.00 |
| PmC2 | 1.00 |
| Participation rate in the assessent | 50.00% |
| PM for the moderation team | 25.00% |
| Preliminary C2 | 0.50 |
| Final C2 | **0.50** |

*PM is the minimum desirable participation rate for the evaluations to be considered representative and consequently count 100%.*

There is a table in this sheet. In the upper part is where the scores given to the member evaluated are recorded. The cells where the data is entered are gray.

As you can see above, half of the members have evaluated Pedro's overall conduct (50% participation rate). Troller has rated Pedro's conduct with the highest score, while Gman and Matraka have given 0 points to him.

The bottom part of the table shows the calculations made from the scores above. The PmC2 variable is calculated in row 34. The percentage of members who have participated in the assessment is in row 35. The minimum desirable participation rate for the scores to be considered representative appears in row 36 (this participation rate is the same as the minimum participation rate used for the moderation team). The preliminary C2 variable is calculated in row 37. The final C2 variable is calculated in row 38.

As we see Pedro has obtained only 0.5 points of C2 due to low scores in general.

[Go to index]

## [2.2.3.3] Gman's karmas valid for the 2nd quarter of 2014.

### [2.2.3.3.0] Introduction

Let's see how Gman's karmas in the teams valid for the 2nd quarter of 2014 were calculated. In order to do this, the assessment questionnaires needed to calculate the karma of members in the entire organization were closed. For this purpose we used the information found in the activity assessment questionnaires of the tasks carried out during the 1st quarter of 2014 and the periodic assessment questionnaire valid for the 2nd quarter of 2014 (where members' activity during the 1st quarter of 2014 was evaluated), published and opened from the 1st to 5th of April 2014.

The spreadsheet that contains the information and calculations of Gman's karmas valid for the 2nd quarter of 2014 can be downloaded from the following link:
https://archive.org/download/KarmasValidForThe2ndQuarterOf2014Gman/Karmas%20valid%20for%20the%202nd%20quarter%20of%202014%20-%20Gman.ods

### [2.2.3.3.1] KarmaTotal.

In the "KarmaTotal" tab/sheet we have the following:

In the "KarmaTotal" sheet you don't have to enter any data; the data shown are the result of the calculations made automatically based on the data entered in the other sheets / tabs.

On the left side there is a data table and on the right there is a chart.

The **table** shows the main variables involved in the calculation of the karma of the evaluated member (Gman) in each team for a period of time, in our example for a quarter. The the first row of the table shows the T1 variable in each of the teams. T2 in each of the teams appears in the second row. The C1 variable and C2 variable are in the third and fourth row of the table respectively. Finally, the last row shows the total karma in each of the teams.

Karma in general organization team (5.47 points) = T1 general organization (0.53 points) + T2 general organization (1.31 points) + C1 (2 points) + C2 (1.63 points)
Karma in technical support team (4.21 points) = T1 technical support (0 points) + T2 technical support (0.58 points) + C1 (2 points) + C2 (1.63 points)
Karma in moderation team (4.38 points) = T1 moderation (0 points) + T2 moderation (0.75 points) + C1 (2 points) + C2 (1.63 points)
Karma in translation team (4.63 points) = T1 translation (0 points) + T2 translation (1 point) + C1 (2 points) + C2 ( 1.63 points)

As you can see, the team where Gman has obtained a highest karma has been the gereral organization team, while he obtained his lowest karma in the technical support team. Therefore Gman will have a greater say in the decisions of the general organization team than in the technical support team. At first glance it is curious that he has obtained such a low karma in the technical support team, where Gman is a very active member. Later we will see the reason for this low karma in the technical support team.

As for the T1 variable, the general organization team seems to be the one where he has performed more important tasks satisfactorily (0.53 points). Later we will see the reason that, despite having been active in the technical support team, he has obtained 0 points of T1 in that team.

As for the T2 variable, the team where he got the highest score was the general organization team, where his overall contribution has been more appreciated. However, in other teams, despite not having performed relevant tasks satisfactorily, he got a T2 greater than 0, possibly because other members wanted to reward him for some occasional help, accredited knowledge, etc.

As for the C1 variable, Gman obtained 2 points because he hasn't been penalized during the quarter that is being evaluated for any misconduct.

With regard to the C2 variable, it seems that Gman's overall behavior has been considered satisfactory by the other members of the organization.

On the right side, the **chart** represents graphically the value of total karma calculated in each of the teams.

### [2.2.3.3.2] T1-org, T1-tech, T1-mod and T1-trans.

We are going to see how the T1 variable was calculated in the general organization team and the

technical support team, where Gman had a significant activity during the period being evaluated now:

**T1 in the general organization team (T1-org).**

Let's see the tasks performed by Gman in the general organization team and their assessment:

CALCULATION OF T1 IN THE GENERAL ORGANIZATION TEAM

STEP 1

Let's suppose a member has carried out some tasks in this team during the quarter. In turn, other members have rated the tasks carried out by this member.

*Note: Blank scores will not enter into the calculations.*

STEP 2

Finally, we calculate the T1 va

PRELIMINARY T1 FOR THE PERIOD: Sum of the T1 of the tasks, maximum 4 points

T1D FOR THE PERIOD

FINAL T1 FOR THE PERIOD: Final T1 adjusted (if catastrophic negligence, then 0)

| TASK 1 – I attended the meeting in the general organization team. | PT1A. Scores on the amount of work done in the task (from 0 to 4) | PT1B. Scores on the difficulty of the task performed (from 0 to 4) | PT1C. Scores on the quality of the done in the task (from 0 to 4) | PT1D. Scores on the variable of catastrophic negligence (from -1 to +1) |
|---|---|---|---|---|
| User320 | 2.00 | 2.00 | 1.70 | 1.00 |
| Pedro | | | | |
| Gman | | | | |
| Vixi | 2.00 | 2.00 | 3.00 | 1.00 |

As you can see, he carried out a task in that team:

| TASK 1 – I attended the meeting in the general organization team. | PT1A. Scores on the amount of work done in the task (from 0 to 4) | PT1B. Scores on the difficulty of the task performed (from 0 to 4) | PT1C. Scores on the quality of the done in the task (from 0 to 4) | PT1D. Scores on the variable of catastrophic negligence (from -1 to +1) |
|---|---|---|---|---|
| User320 | 2.00 | 2.00 | 1.70 | 1.00 |
| Pedro | | | | |
| Gman | | | | |
| Vixi | 2.00 | 2.00 | 3.00 | 1.00 |
| Jubiloso | | | | |
| Ravana | 1.50 | 1.50 | 2.00 | 1.00 |
| Matraka | | | | |
| Andrés | | | | |
| Cris | 2.00 | 2.00 | 3.00 | 1.00 |
| Root | | | | |
| Utopial | | | | |
| Troller | | | | |
| PmT1A, PmT1B, PmT1C | 1.88 | 1.88 | 2.43 | |
| Preliminary PaT1D | | | | 4.00 |
| Final PaT1D | | | | 0.00 |
| T1A of task, T1B of task, T1C of task | 0.94 | 0.94 | 0.61 | |
| Participation rate (PV) | | | | 33.33% |
| PM for the general organization team | | | | 25.00% |
| Preliminary T1 of task (T1A task * T1B task * T1C task) | | | | 0.53 |
| Final T1of task (taking into account PM) | | | | 0.53 |
| Preliinary T1D of the task | | | | 0.00 |
| Final T1D of the task | | | | 0.00 |

The upper part of the table corresponding to this task performed by Gman contains the scores that some members have given to the task. As shown, Vixi and Cris have given him high scores. Other members have not participated in the assessment of this activity (Pedro, Jubiloso, Matraka, Andres, Root, Utopial and Troller). Together, 33.33% of the members have participated in the assessment.

As a result, Gman has obtained 0.53 points (final T1 of the task) and members considered that Gman didn't commit any catastrophic negligence in the task (final T1D of the task = 0).

With the data of the tasks performed by Gman in the general organization team (in this case only one task) the spreadsheet has proceeded to calculate the T1 for the period and the T1D for the period in the team. Gman didn't commit any catastrophic negligence in any of the tasks performed by him during the period (T1D for the period = 0) in the team, therefore his final T1 for the quarter in the general organization team is 0.53 points:

STEP 2

Finally, we calculate the T1 variable with the data obtained.

| | |
|---|---|
| PRELIMINARY T1 FOR THE PERIOD: Sum of the T1 of the tasks, maximum 4 points | 0.53 |
| T1D FOR THE PERIOD | 0.00 |
| FINAL T1 FOR THE PERIOD: Final T1 adjusted (if catastrophic negligence, then 0) | 0.53 |

er. In turn, other members have rated the tasks carried out by this member.

| PT1B. Scores on the difficulty of the task performed (from 0 to 4) | PT1C. Scores on the quality of the done in the task (from 0 to 4) | PT1D. Scores on the variable of catastrophic negligence (from -1 to +1) |
|---|---|---|
| 2.00 | 1.70 | 1.00 |
| | | |
| | | |
| 2.00 | 3.00 | 1.00 |

KarmaTotal / T1-org / T1-tech / T1-mod / T1-trans / VariableT2 / VariableC1 / VariableC2

Sheet 2 / 8 Default Sum=0

**T1 in the technical support team (T1-tech).**

Let's see now the tasks performed by Gman in the technical support team and their assessment:

'==========

CALCULATION OF T1 IN THE TECHNICAL SUPPORT TEAM

'==========

STEP 2

Finally, we calculate the T1 v

PRELIMINARY T1 FOR THE PERIOD: Sum of the T1 of the tasks, maximum 4 points

T1D FOR THE PERIOD

FINAL T1 FOR THE PERIOD: Final T1 adjusted (if catastrophic negligence, then 0)

STEP 1

Let's suppose a member has carried out some tasks in this team during the quarter. In turn, other members have rated the tasks carried out by this member.

*Note: Blank scores will not enter into the calculations.*

| TASK 1 – I added some new links to the website of the organization. | PT1A. Scores on the amount of work done in the task (from 0 to 4) | PT1B. Scores on the difficulty of the task performed (from 0 to 4) | PT1C. Scores on the quality of the done in the task (from 0 to 4) | PT1D. Scores on the variable of catastrophic negligence (from -1 to +1) |
|---|---|---|---|---|
| User320 | 1.50 | 1.00 | 4.00 | 1.00 |
| Pedro | | | | |
| Gman | | | | |

KarmaTotal / T1-org / T1-tech / T1-mod / T1-trans / VariableT2 / VariableC1 / VariableC2

Sheet 3 / 8 Default Sum=0

He has carried out 2 tasks. Firstly, let's analyze the **task 1:**

| | A | B | C | D | E | F |
|---|---|---|---|---|---|---|
| 15 | | | | | | |
| 16 | TASK 1 – I added some new links to the website of the organization. | PT1A. Scores on the amount of work done in the task (from 0 to 4) | PT1B. Scores on the difficulty of the task performed (from 0 to 4) | PT1C. Scores on the quality of the done in the task (from 0 to 4) | PT1D. Scores on the variable of catastrophic negligence (from -1 to +1) | |
| 17 | | | | | | |
| 18 | User320 | 1.50 | 1.00 | 4.00 | 1.00 | |
| 19 | | | | | | |
| 20 | Pedro | | | | | |
| 21 | | | | | | |
| 22 | Gman | | | | | |
| 23 | | | | | | |
| 24 | Vixi | 2.00 | 2.50 | 4.00 | 1.00 | |
| 25 | | | | | | |
| 26 | Jubiloso | 2.00 | 1.00 | 3.00 | 1.00 | |
| 27 | | | | | | |
| 28 | Ravana | | | | | |
| 29 | | | | | | |
| 30 | Matraka | | | | | |
| 31 | | | | | | |
| 32 | Andrés | | | | | |
| 33 | | | | | | |
| 34 | Cris | | | | | |
| 35 | | | | | | |
| 36 | Root | | | | | |
| 37 | | | | | | |
| 38 | Utopial | | | | | |
| 39 | | | | | | |
| 40 | Troller | | | | | |
| 41 | | | | | | |
| 42 | PmT1A, PmT1B, PmT1C | 1.83 | 1.50 | 3.67 | | |
| 43 | Preliminary PaT1D | | | | 3.00 | |
| 44 | Final PaT1D | | | | 0.00 | |
| 45 | T1A of task, T1B of task, T1C of task | 0.92 | 0.75 | 0.92 | | |
| 46 | Participation rate (PV) | | | | | 25.00% |
| 47 | PM for the technical support team | | | | | 25.00% |
| 48 | Preliminary T1 of task (T1A task * T1B task * T1C task) | | | | | 0.63 |
| 49 | Final T1of task (taking into account PM) | | | | | 0.63 |
| 50 | Preliinary T1D of the task | | | | | 0.00 |
| 51 | Final T1D of the task | | | | | 0.00 |

The upper part of the table corresponding to this task performed by Gman contains the scores that some members have given to the task. Vixi has given him high scores. Many other members decided not to participate in the assessment of this activity. Together, 25% of the members have participated in the assessment.

As a result, Gman has obtained 0.63 points (final T1 of the task) and members considered that Gman didn't commit any catastrophic negligence in the task (final T1D of the task = 0).

But now let's analyze the **task 2** performed by Gman in the technical support team:

| | A | B | C | D | E | F |
|---|---|---|---|---|---|---|
| 52 | | | | | | |
| 53 | TASK 2 – I performed some maintenance work on the server. Unfortunately the server was out of control for 2 days for unknown reasons. | PT1A. Scores on the amount of work done in the task (from 0 to 4) | PT1B. Scores on the difficulty of the task performed (from 0 to 4) | PT1C. Scores on the quality of the done in the task (from 0 to 4) | PT1D. Scores on the variable of catastrophic negligence (from -1 to +1) | |
| 54 | | | | | | |
| 55 | User320 | 2.00 | 2.00 | 0.00 | -0.50 | |
| 56 | | | | | | |
| 57 | Pedro | | | | | |
| 58 | | | | | | |
| 59 | Gman | | | | | |
| 60 | | | | | | |
| 61 | Vixi | | | | | |
| 62 | | | | | | |
| 63 | Jubiloso | 2.00 | 3.00 | 0.00 | -0.10 | |
| 64 | | | | | | |
| 65 | Ravana | | | | | |
| 66 | | | | | | |
| 67 | Matraka | | | | | |
| 68 | | | | | | |
| 69 | Andrés | | | | | |
| 70 | | | | | | |
| 71 | Cris | | | | | |
| 72 | | | | | | |
| 73 | Root | 1.00 | 2.50 | 0.00 | -0.30 | |
| 74 | | | | | | |
| 75 | Utopial | | | | | |
| 76 | | | | | | |
| 77 | Troller | | | | | |
| 78 | | | | | | |
| 79 | PmT1A, PmT1B, PmT1C | 1.67 | 2.50 | 0.00 | | |
| 80 | Preliminary PaT1D | | | | -0.90 | |
| 81 | Final PaT1D | | | | -0.90 | |
| 82 | T1A of task, T1B of task, T1C of task | 0.83 | 1.25 | 0.00 | | |
| 83 | Participation rate (PV) | | | | | 25.00% |
| 84 | PM for the technical support team | | | | | 25.00% |
| 85 | Preliminary T1 of task (T1A task * T1B task * T1C task) | | | | | 0.00 |
| 86 | Final T1of task (taking into account PM) | | | | | 0.00 |
| 87 | Preliinary T1D of the task | | | | | -0.90 |
| 88 | Final T1D of the task | | | | | -0.90 |

The upper part of the table corresponding to this task performed by Gman contains the scores that some members have given to the task. As shown, the scores have not only been low, but also the task has obtained a negative T1D, which means that the members who have assessed this task have considered that Gman has committed a catastrophic negligence. It might have been the case that Gman had obtained a final T1 greater than 0 while a negative T1D (catastrophic negligence), yet a negative T1D in a task always leads to serious consequences in the calculation of T1 for the whole period in the team where the catastrophic negligence was committed, as discussed below.

Let's see then the calculation of the **T1 for the period** in the technical support team, using the data from task 1 and task 2:

STEP 2

Finally, we calculate the T1 variable with the data obtained.

| | |
|---|---|
| PRELIMINARY T1 FOR THE PERIOD: Sum of the T1 of the tasks, maximum 4 points | 0.63 |
| T1D FOR THE PERIOD | -0.90 |
| FINAL T1 FOR THE PERIOD: Final T1 adjusted (if catastrophic negligence, then 0) | 0.00 |

ave rated the tasks carried out by this member.

| PT1C. Scores on the quality of the done in the task (from 0 to 4) | PT1D. Scores on the variable of catastrophic negligence (from -1 to +1) |
|---|---|
| 4.00 | 1.00 |

KarmaTotal / T1-org / T1-tech / T1-mod / T1-trans / VariableT2 / VariableC1 / VariableC2

Sheet 3 / 8 Default

Note that when we add the T1 of tasks 1 and 2, the preliminary T1 for the period is greater than 0. But as a result of the catastrophic negligence in one of the tasks performed, the T1D for the period is negative. Thus the final T1 for the period in the technical support team will be 0 for Gman.

### [2.2.3.3.3] VariableT2.

The sixth sheet/tab corresponds to the T2 variable. Apart from the evaluations of the tasks performed by Gman in the various teams, he is evaluated by the other members in a periodic assessment questionnaire at the end of each period, for example at the end of each quarter. What is evaluated in the T2 variable is the overall contribution of each member to the work of a team (including occasional help to peers, commitment to teamwork, accredited knowledge in various disciplines, ...).

'==========

CALCULATION OF T2

'==========

In this section we are going to calculate T2, that is, the overall contribution of a member to the work in each team during the period.

*Note: Blank scores will not enter into the calculations.*

| MEMBER WHO RATES | PT2 General organization (from 0 to 4) | PT2 Technical support (from 0 to 4) | PT2 Moderation (fom 0 to 4) | PT2 Translation (from 0 to 4) |
|---|---|---|---|---|
| User320 | 1.70 | 1.00 | | |
| Pedro | | | | |
| Gman | | | | |
| Vixi | 4.00 | 3.00 | | |
| Jubiloso | | | | |
| Ravana | 2.00 | 1.00 | 1.00 | |
| Matraka | | | | |
| Andrés | 4.00 | 0.00 | | 2.00 |
| Cris | 3.00 | 2.00 | 2.00 | 2.00 |
| Root | 1.00 | 0.00 | | 2.00 |
| Utopial | | | | |
| Troller | | | | |
| PmT2 | 2.62 | 1.17 | 1.50 | 2.00 |
| Participation rate | 50.00% | 50.00% | 16.67% | 25.00% |
| PM for the team | 25,00% | 25,00% | 25,00% | 25,00% |
| Preliminary T2 | 1.31 | 0.58 | 0.75 | 1.00 |
| Final T2 | 1.31 | 0.58 | 0.50 | 1.00 |

*PM is the minimum desirable participation rate for the evaluations to be considered representative and consequently count 100%.*

As shown, there is a table in this sheet. The upper part shows the scores that members have given to Gman. The data are entered in the gray cells.

Here Gman's overall contribution to each team is evaluated:

· PT2 general organization. From 0 to 4 points.
· PT2 technical support. From 0 to 4 points.
· PT2 moderation. From 0 to 4 points.
· PT2 translation. From 0 to 4 points.

As we see, not many members evaluated Gman. Some of those who participated in his assessment didn't even rated him in all the teams. For example, Vixi and User320 evaluated his work only in the general organization team and the technical support team but didn't evaluate his contribution to the moderation and the translation teams. Perhaps the reason is that those members didn't know about Gman's activity in those teams. If we don't know about the activity of a member in a team, the reasonable course is not to evaluate that member in that team.

The bottom part of the table shows the calculations made from the scores above. PmT2 in the general organization team, PmT2 in the technical support team, PmT2 in the moderation team and PmT2 in the translation team are calculated in row 34. The percentage of members who participated rating PT2 in the various teams are shown in row 35. The minimum participation required for the assessment to be considered representative in each of the teams appears in row 36. The preliminary T2 in the various teams is calculated in row 37. The final T2 in the various teams is calculated in row 38.

As a result Gman has obtained 1.31 points of T2 in the general organization team; 0.58 points in the technical support team; 0.50 points in the moderation team; 1 point in the translation team.
So he has obtained a higher T2 in the general organization team, where he participated more successfully. However, we see that in other teams, despite not having successfully completed tasks relevant (his T1 in those teams was 0, and specifically his null score in the technical support team was due to a catastrophic negligence), he has obtained a T2 greater than 0, possibly because other members wanted to reward him for occasional help, accredited knowledge, etc. In the particular case of the technical support team, despite the catastrophic negligence in one of the tasks performed, members appreciated Gman's effort to amend the situation and the fact that everything was finally solved after some days.

**[2.2.3.3.4] VariableC1.**

The seventh sheet/tab corresponds to the C1 variable. This sheet is where misconduct reports during the period evaluated are recorded. The penalties for the violation of the rules of conduct are decided in meetings held by the moderation team.

'==========
CALCULATION OF C1
'==========

| Infringement | Minor | Serious | Very serious | Total |
|---|---|---|---|---|
| Infringement 1 | | | | |
| Infringement 2 | | | | |
| Infringement 3 | | | | |
| Infringement 4 | | | | |
| Infringement 5 | | | | |
| Infringement 6 | | | | |
| PIA | | | | 0.00 |
| Preliminary C1 | | | | 2.00 |
| Final C1 | | | | 2.00 |

The C1 variable takes into account infringements (minor, serious and very serious) for misconduct, which subtract karma points. This variable is determined by the existence of misconduct reports.

*You have to mark a 1 in the corresponding box according to the type of infringement (minor, serious or very serious). The first infringement is marked in the row "Infringement 1", the second one in the row "Infringement 2" and so on.*

The subtraction of points and bans due to infringements are decided in meetings held by the moderation team.

KarmaTotal | T1-org | T1-tech | T1-mod | T1-trans | VariableT2 | VariableC1 | VariableC2

Sheet 7 / 8 Default Sum=0

As shown, Gman doesn't have any penalty for violations of rules of conduct during the period evaluated, so its C1 has a value of 2 points.

### [2.2.3.3.5] VariableC2.

The eighth sheet/tab corresponds to the C2 variable. Apart from the continuous assessments of the tasks performed by Gman in the various teams, at the end of each period, for example at the end of each quarter, he is evaluated by the other members in a periodic assessment questionnaire. What is evaluated in the C2 variable is the general conduct of members in all the organization as a whole (in terms of manners, respect, etc).

'==========
CALCULATION OF C2
'==========

In this section we will calculate the C2 variable, that is, the general behavior of the evaluated member, during a time period in the whole organization.
Note: Blank scores will not enter into the calculations.

| | MEMBER WHO RATES | PC2 (from 0 to 4) |
|---|---|---|
| 10 | User320 | 3.00 |
| 12 | Pedro | |
| 14 | Gman | |
| 16 | Vixi | 4.00 |
| 18 | Jubiloso | |
| 20 | Ravana | 3.00 |
| 22 | Matraka | |
| 24 | Andrés | 4.00 |
| 26 | Cris | 4.00 |
| 28 | Root | 1.50 |
| 30 | Utopial | |
| 32 | Troller | |
| 34 | PmC2 | 3.25 |
| 35 | Participation rate in the assessent | 50.00% |
| 36 | PM for the moderation team | 25.00% |
| 37 | Preliminary C2 | 1.63 |
| 38 | Final C2 | 1.63 |

*PM is the minimum desirable participation rate for the evaluations to be considered representative and consequently count 100%.*

T1-org / T1-tech / T1-mod / T1-trans / VariableT2 / VariableC1 / VariableC2

Sheet 8 / 8 Default

There is a table in this sheet. In the upper part is where the scores given to Gman are recorded. The cells where the data is entered are gray.

As you can see above, half of the members have evaluated Gman's overall conduct (50% participation rate). Vixi, Andres and Cris have given the maximum score, while Root gave him only 1.5 points; Ravana has given 3 points to him.

The bottom part of the table shows the calculations made from the scores above. The PmC2 variable is calculated in row 34. The percentage of members who have participated in the assessment is in row 35. The minimum desirable participation rate for the scores to be considered representative appears in row 36 (this participation rate is the same as the minimum participation rate used for the moderation team). The preliminary C2 variable is calculated in row 37. The final C2 variable is calculated in row 38.

As shown Gman has obtained 1.63 points of C2 due to the high ratings in general.

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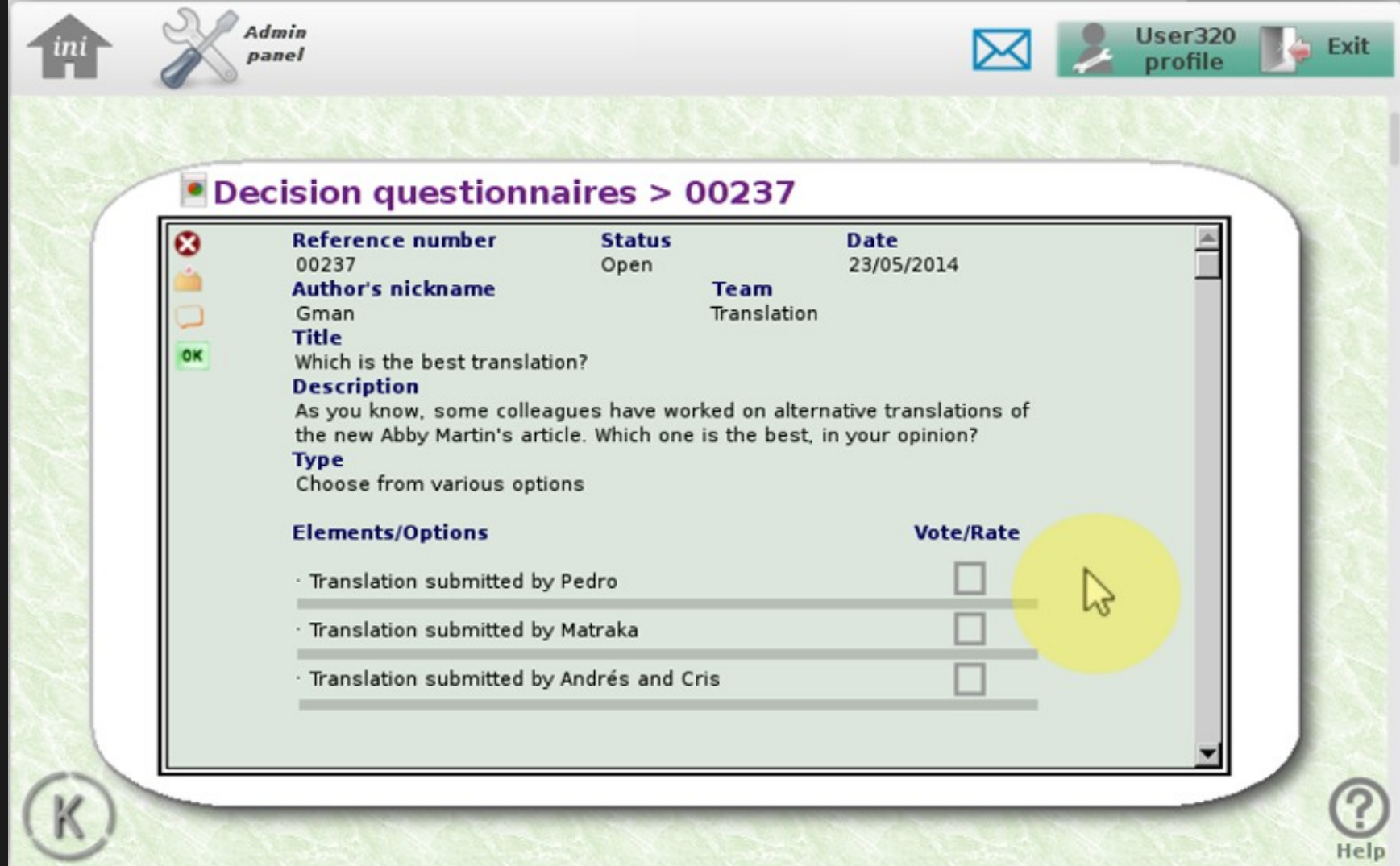
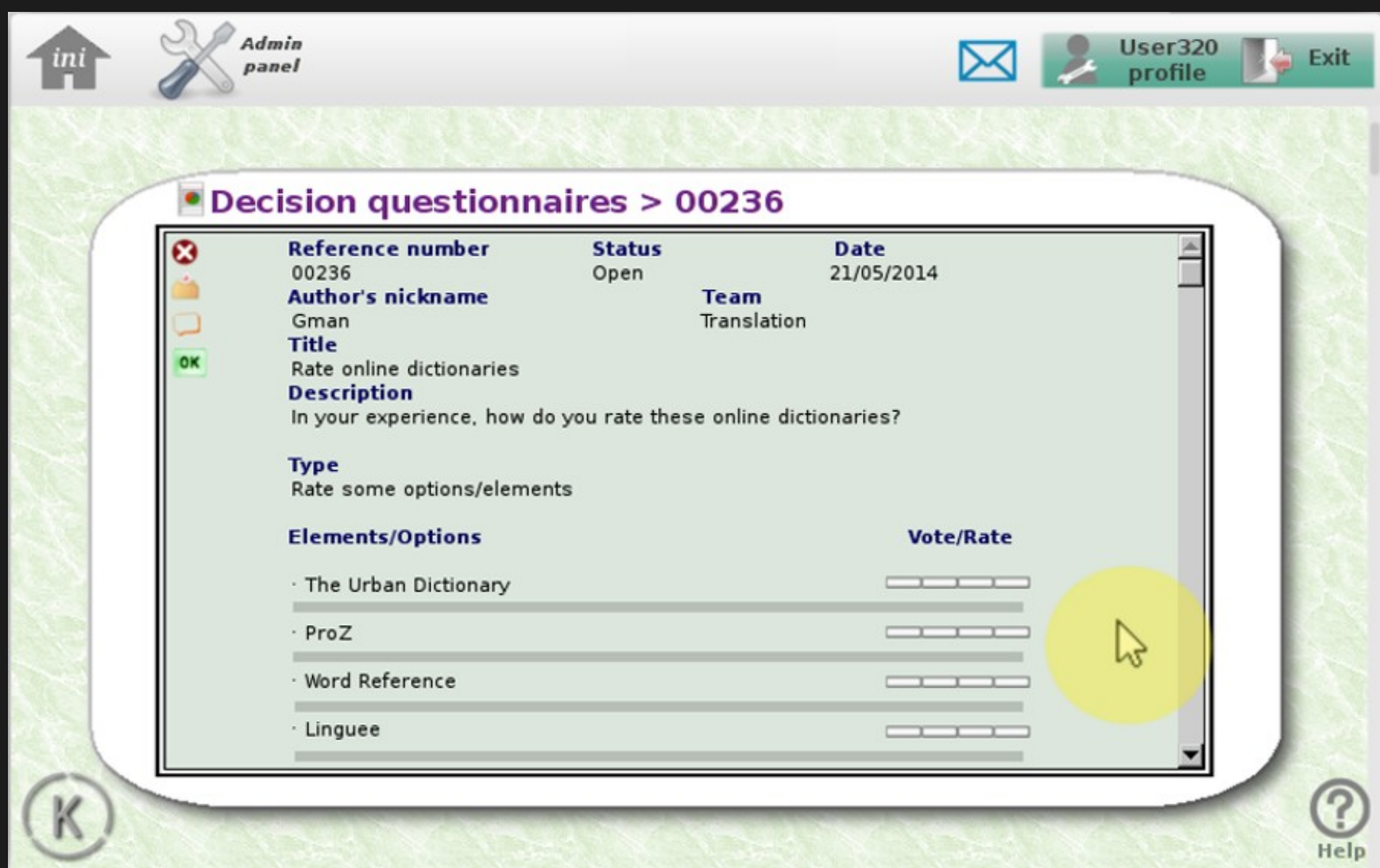
## [2.3.] DECISION MAKING PROCESS.

1 - When making a decision in a team, the team coordinator will convene in advance the necessary meetings for discussions and will also manage the tools necessary for deliberation and voting on the proposals in the most efficient and automated way possible (i.e. through the so-called "**decision questionnaires**").

The following picture shows an example of decision questionnaire in which members have to choose from various options :




The following figure shows an example of decision questionnaire in which members have to rate some options/elements:




2 - After the deliberation process, the members will proceed to vote or rate the options or elements showed.

When making a decision, this has to be made after an objective analysis, critical thinking, the use the scientific method and intellectual honesty. Avoid “political” behaviors, vested interests, pressures to make a hasty decision, superficiality and groupthink, tribal behavior, herd mentality, the negative influence of stubborn and authoritarian individuals, etc.

3 - The vote or rating issued by each member to each of the alternatives/options showed will be multiplied by the karma of that member in that team. Thus, votes or ratings issued by members with a high karma will have more weight than the votes or ratings issued by members with a low karma.

4 - Finally the sum of the final scores obtained by the different alternatives/options will be calculated. The alternative with the highest final score will be normally the one to be approved.

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